CASE STUDY PRO DEMOCRACY ASSOCIATION

The first person contacted: Ioana Suru
Region: Cluj Napoca
Date: 19.12.1999
Purpose of the evaluation: determining the state of development of this NGO.
Name and function of the interviewed persons:
- Ioana Suru – regional president – coordinator of programs
- Raul Muresan – chief of relationship with the media
- Dana Partoc – treasurer
- Aniela Petrindean – assistant (secretary)
- Alina Madar – volunteer
- Voicu Vuscan – volunteer

BRIEF PRESENTATION OF PRO DEMOCRACY ASSOCIATION, CLUJ

Mission: promoting democracy in Romania through public (citizens') involvement.
Vision: Romanian democratic society, conscious of its own values, with citizens becoming the partners of the elected representatives in the Central and Local State Institutions in order to facilitated the communicational process and to transform the decision making process into bilateral one.
2. Increasing the sense of responsibility of the elected or named representatives.
3. Ensuring the transparency of public institution.
Objectives: 1. Encouraging citizens' involvement:
   - Citizens should be involved in the process of elaborating laws and public polices;
- Improving the relationship between citizens and members of parliament, counselors and mayors;
- Continuing the process of informing and educating the community in the civic spirit;

2. Increasing the sense of responsibility of the elected or named representatives:
- Evaluations, named by the citizens, concerning the way that the authorities understand their activity and the way that they have taken into account and solved the stated problems of the community;
- Analyzing the results of authority’s activity (the way that they fulfilled all the promises made before obtaining the mandate.

3. Insuring the transparency of public institutions:
- Increasing the sense of responsibility of the public employees towards the citizens;
- The citizens should be more involved in the process of identifying and solving their own problems;

Target – groups for PDA:
- Public Institutions: Local Public Administration, Government, Parliament
- Clients, beneficiaries, public: People living in certain regions with specifics problems, teenagers, students, professors;
- Similar organizations: NGOs, Unions, professional institutions (such as universities)

PDA Programs between 1997–1999 (national, local and in partnership):
- Blue Book of Democracy;
- Citizens and local decisions;
- Evaluation of the work of the members of the Parliament at half way of their mandate;
- Dialog between authorities and citizens;
- Local NGOs forum (Cluj-Napoca, 1998–1999);
- A center of assistance for NGOs;
- Promoting interethnic communication;
Pro NGOs.

Programs taking place from November 1999:
- Democracy in small cities;
- Improving leadership in local public administration;

Own Publications:
- Blue Book of Democracy;
- Informative materials about the competencies, tasks, successes and failure of Town hall Cluj-Napoca;
- ABC for Democracy – Local Council, contains information about the goals, functions, actions of the Local Council;

Public Institutions that collaborate with PDA Cluj:
- The Local Council Cluj-Napoca;
- Townhall Cluj-Napoca;
- Prefecture Cluj;
- County Council Cluj;
- The Local Commission for Youth and Sport;
- Faculty of Political and Administrative Sciences, BBU;
- Faculty of European Studies, BBU.

Main financiers:
- Local Council Cluj-Napoca;
- The Open Society Foundation;
- Civil Society Development Foundation;
- Charles Stewart Moot Foundation;
- Westminster Foundation for Democracy.
THE INSTRUMENT OF EVALUATION

A strong, efficient and viable organization has some fields (domains) described as "management functions". These parts being related to the general function of stage can offer a vision of the desired strategy that needs to be followed. This way there is the possibility to establish some indicators that translate, in fact, the skills, qualifications and performances of the organization. Furthermore, these indicators can be gathered in a general framework in order to establish some standards or starting points for an institutional evaluation.

The information obtained this way can be used to determine the development stage of the organization and also to find the weak points that need to be modified if development and improvement is desired.

In order to be efficient, an organization has to own some determined domains which are considered proficient if these can reach some pre-established standards (measured in comparison with the external conditions of evaluation). But there is accepted also the possibility that these domains can reach these standards in different periods of time. An organization, for example, does not have a strong capital of human resources, but can be very advanced from a technical point of view. "The instrument of institutional evaluation" (published by the United States Agency for International Development") identifies four main organizational development stages describes as: beginning stage, developing stage, consolidation/expansion stage and strong, long-lasting stage.

Each one of these stages has its own characteristics and indicators that can be transformed in measurable standards as well. Based on the general form "Development Stages and Their Characteristics" published in the project mentioned before, after conducting a set of interviews and by using the analysis of the main documents, we managed to detect PDA's stage of development and to describe each stage's characteristics.
SUMMARY OF THE MAIN ANALYZED TOPICS

A. GOVERNMENT

A.1. BOARD

The board and the staff are two entities clearly defined in the statute, bylaws and policies. The board has a president, two vice–presidents and other five members (all elected from the interior of the organization). These members have a long tradition in the evolution of the NGO and have proved their interest, commitment and are active proponents of the organization’s goals. Meetings are held regularly at scheduled intervals and agendas are set by the president with help from the staff. These members have the skills and academic qualifications for their functional fields and collaborate very frequently with the staff and other members.

STAGE: CONSOLIDATION/EXPANSION

A.2. MISSION

The mission of the organization is clearly stated in the statute and any other documents written for accomplishing different sets of goals contained in their programs and projects (ex. Press announcements, surveys, national or local inquiries). The mission of PDA is: promoting democracy in Romania through public (citizens') involvement. This mission could be well understood if analyzing the main set of goals, objectives and their vision of a democratic society (given in the first introductory part). Identifying the strategies for self – development and for promoting and evaluating different programs is a result of all the member’s efforts and so the mission is clearly understood by all of them and also by the target groups for PDA.

All the programs and projects aim to reach the stated goals and objectives and can be subscribed to the mission declared. This is a very difficult mission to accomplish given the actual conditions in Romania and so, goals like educating and changing the mentality of the citizens are very difficult to obtain and also to be measured.

STAGE: STRONG AND LONG-LASTING ORGANIZATION

A.3. BENEFICIARIES

Usually the members of the organization collect through different ways (surveys, inquiries, public meetings) important facts about the needs and the demands of the clients, the beneficiaries, the community and also of the members themselves, all this dates being integrated in further programs.
One condition for starting the project are all these stated and collected set of goals and for PDA, the beneficiaries are mainly the citizens, the community, but also the public authorities and other NGOs (ex. The Center of Assistance for NGOs).

Another example: brochures like ABC for democracy – Local Council and Decisions for community were written as a results of citizens demands for a better understanding of the functions, prerogatives and institutions of the Local Public Administrations.

The community and the beneficiaries are seem as important partners that need to be consulted and involved in decision – making process. The difficulty still remains because there has not been any demonstrated results.

STAGE: CONSOLIDATION/EXPANSION

A.4. STAFF

The staff is formed of four paid persons. These are:

Chief of relationship with the media and other external relationships: Raul Muresan;
Regional President and also evaluator of the evolution of different programs: Ioana Suru;
Treasurer: Dana Partoc;
Assistant (secretary): Aniela Petrindean.

Because there are usually more than one project and all these develop simultaneously the functions mentioned above are in rotation, which assures a high degree of transfer of competencies. Decision – making process is a transparent one.

STAGE: STRONG AND LONG-LASTING ORGANIZATION

B. OPERATING AND MANAGEMENT SYSTEMS

B.1. MANAGEMENT SYSTEMS OF INFORMATION

The informations are mainly collected from the data – based that already exists, but is permanently adjusted (besides their own programs and projects there are also information regarding Romanian legislation and also international non – profit legislation). Through the system of email they keep a regular correspondence with other NGOs and constantly receives publications written by/for NGOs. Also, there is a system of files containing different subjects, topics, programs (national and international) that have a certain relevance for their activity, all these being consulted by any member, volunteer, or any other person interested.
STAGE: STRONG AND LONG-LASTING ORGANIZATION

B.2. ADMINISTRATION

As mentioned before there is a system of registering and filing all the documents that have certain relevance for PDA’s activity. The system could be described as an informal one, rather then a hierarchical one, and so the information circulate in all senses and it is not only a vertical process, communication being one of the strong points of these association (thing declared not only by the staff, but also by the volunteers and some other persons that had a contact for different problems at the certain time.

There is also an “operating – manual” that sets some administrative procedures but these are not rigid ones and can be modified taking into account different stated and changing needs of the members, clients, beneficiaries or volunteers.

STAGE: CONSOLIDATION/EXPANSION

B.3. PERSONNEL

The staff is hired under a short term agreement and the hiring that have been made so far were all from the interior of the organization, so without publicity but with the usual procedure of a contest. When asked about these method of hiring all the personnel agreed that this is a safe but also a correct way of hiring people who have proved their skills and qualifications for a certain job after a determined period of time. Usually the staff request the opinion and the vote of every member of the staff when new hiring are made (all these members, being from the interior of the organization, there activity is well known and can be fairly judged by all the voting persons.

There are also some internal regulations and some special request for optioning certain jobs (academic qualifications and also some previous experience in the field are requested).

STAGE: DEVELOPING

B.4. PLANNING

The instruments for strategic and operational planning are known not only by the person charged with a certain project but also by the entire team and any other person involved in a certain project (ex: volunteers).

Each department has its own operational plan in accordance with the stated mission of PDA. A constant effort of PDA id trying to involve also the citizens in this
process of short or long term planning but their mentality is not so open and the real interest showed is only the one regarding the issue of solving immediate and determined problems.

Long term planning is constantly reviewed taking in consideration the evolution of external economic, social and cultural changes.

STAGE: CONSOLIDATION/ EXPANSION

B.5. STRUCTURE AND MANAGEMENT OF THE PROGRAM

All the programs and projects apply to the stated mission and goals, objectives of the organization. The mission being so general, promoting democracy in Romania through public involvement, it is hard to tell if a certain project does not subscribe to this mission, but judging from the structure and all the action included in a program, we can say that all these were conducted with the purpose to reach the objectives of PDA.

There is not a typical form or structure of a program, each containing different facts and also persons involved, but the general frame: planning, promoting and evaluating different programs is always followed.

STAGE: DEVELOPING

B.6. SETTING-UP PROCEDURES

There are general procedures to be followed but, depending on the type of the program, this can be changed or adjusted to the real needs. All this practice is gathered in a set of recommendations used for further programs or sessions of volunteers’ instruction. If certain problems are not in the area of their competence an advice from specialist are usually requested. But analyzing the permanent changing needs of the clients, beneficiaries, is an important field and it is given a lot of attention in order to search the best procedures necessary for the improvement of the organization.

STAGE: STRONG, LONG-LASTING ORGANIZATION

C. HUMAN RESOURCES

C.1. RESPONSIBILITIES OF THE EMPLOYEES

There is a clear description of the tasks and responsibilities in PDA, these tasks and competencies being clearly understood by the members in charged and also by the other members, volunteers. Special tasks are given taking into account the skills and qualifications of each member. One problem that these organization is
facing is the small number of human resources (staff) and so the competencies are nor
accorded only by analyzing job descriptions but also by rotation between members, on
each project, so all tasks can be covered.

The documentation in obtained from their practice, specialty manuals and also
from experts from the outside of PDA. The team knows the requests of a certain
program and has the abilities to describe and to implement a given strategy.

There is a system of management of performances, but it is a rather an
informal one given the fact that the number of persons involved is fluctuating
depending on the type of project and financier resources.

STAGE: DEVELOPING

C.2. ORGANIZING WORK ACTIVITY

Organizing work activity is a result of the participation of all members,
voluteers of PDA in special meetings that are held very often: two times a week,
thing that makes the work to be well understood, attractive (since is a result of
different opinions) and characterized by variety.

The structure of the organization is well understood, especially by the active
members and the main mechanism of interconnection is the permanent
communication. There are different types of work – methods: at the office, on the
field, individual – collective work, short term and long term activities. Organizing
activities is a result of a team work, communication being the main thing that
conducts to positive results.

STAGE: DEVELOPING

C.3. MANAGEMENT OF PERFORMANCE AND DEVELOPMENT OF
THE TEAM

The tasks are given according to the special skills and qualifications of the
personnel. The activity is evaluated taking into account the final results and the
estimation of the press, the financiers, the members and other persons that have a
certain participation in a program. For the improvement of the quality of work there is
held periodical training sessions, seminars and research programs are a constant
activity in their evolution. It cannot be sad that some lack of experience is a major
problem because this is usually solved by innovation (and does not allow the
limitation to certain methods experienced before).
There is a proven correspondence between job descriptions and skills, qualifications of those in charged with performing these jobs.

STAGE: DEVELOPING

C.4. POLICY OF SALARIES

Incentives and rewards for the personnel:

- Salaries (but the amount is very small considering the actual conditions and the fact that a part of each member’s salary is donated);
- The possibility for continuous improvement of one’s abilities and also the favorable environment for these skills to be tested;
- Permanent access to computers and Internet;
- The possibility of travelling across the country, of making new acquaintances;
- The friendly atmosphere, felt by everyone (special parties are organized for each member’s or volunteer’s birthday or any other success in the organization.

The amount of salaries, compared with other Romanian NGOs is the same, but it is smaller than the one gained in the private sector and rather incompititive on the market. Still the non-financial incentives are strong enough to keep well – trained persons at PDA.

STAGE: BETWEEN DEVELOPING AND CONSOLIDATION BY EXPANSION

C.5. DEVELOPMENT OF THE TEAM/SOLVING CONFLICTS

Conflicts are usually solved by the parts involved or by the entire team through discussions. The small size of the group allows a better communication and a strong connection between the members which is the main condition for avoiding conflicts or, if these appear for a safe way of solving them.

One of the values that are given an important attention to is promoting a work environment based on communication and collaboration. In a small organization these thing can be achieved only by adopting a rather informal type of structure. These examples are followed also by PDA Cluj, thing that can be deducted also by the name of all the branches of the central PDA (Bucharest), which is “clubs”.
STAGE: CONSOLIDATION/EXPANSION

C.6. COMMUNICATION

There is a schedule that has to be known by all the members of PDA. For each project or programs there are named the managers (responsible) and there are established also tasks, competencies and the terms in which they have to fulfill these duties. So, for each programs there is a schedule that is known by everyone in the organization because it is posted on the billboard.

All the persons involved in a program can bring their contribution to this work – agenda and if someone owns some pertinent information about the evolution of the project he or she is consulted and is given some responsibilities in the decision – making process. Communication in PDA is a vertical and also a horizontal one, so, the information is spread at all levels, thing that can contribute to a good collaboration.

STAGE: CONSOLIDATION/EXPANSION

C.7. VARIETY

The structure of the board, the staff, other members, the volunteers reflects very well the structure of the community (social structure, ethnic, religious etc.). There are no discriminations, of any type, and their activity is based on a set of standards and procedures that have the same root: “common sense”.

STAGE: STRONG, LONG-LASTING ORGANIZATION

C.8. MANAGEMENT OF THE VOLUNTEERS

The number of volunteers of PDA Cluj was in November 1999 about 30 (constantly rising) the volunteers are allowed to do anything for the benefit of the organization considering the requests of a certain program and their personal skills and qualifications. They are involved in different type of work: work on the field, conducting inquiries, surveys, organizing public meetings, the local forums that take place every year in Cluj-Napoca city, monitoring the Local Council’s meetings.

Volunteers are invited at all the scheduled meetings, are consulted and are given certain responsibilities. They are attracted through different ways: public information (publicity), special training for those interested and also with the help of existent volunteers who can bring their friends acquaintances and any other person interested in the programs developed by PDA.
STAGE: DEVELOPING

D. FINANCIAL RESOURCES

D.1. BOOK-KEEPING

There is a primary financial evidence. The financial planning is made, first, by the board of the central club in Bucharest, because at the local level (in Cluj), the club does not have juridical personality (only the statute) and so, it is not financially responsible.

PDA – Cluj is discharging all its local financial and fiscal duties on time, and there are no debts to the central organization in Bucharest. The financial reports are clear and made on time and cover all the requests from financiers.

STAGE: CONSOLIDATION/EXPANSION

D.2. PLANNING THE BUDGET/ANALYZING THE COSTS

The budget is planned for each project and, at the beginning of each one, considering the time, costs, number of persons involved. Usually the projects are divided in different stages and the control of expenses is made for each of these stages. An eventual outrunning of the budget, allocated to a certain stage is adjusted in the following stages of the project. Weekly, special reports are made in order to compare the budget allocated and the expenses that were made.

Analyzing the costs is not an easy thing to do, because the estimations cannot be clearly made taking into consideration the general objectives of PDA: spreading the culture and democratic values among the citizens and the elected representatives.

When planning the budget and calculating the expenses, all the members are consulted, but the management of the budgets is usually the competence of a single person, the treasurer, which does not delegate very often this responsibility to someone else.

STAGE: DEVELOPING

D.3. FINANCIAL CONTROL

A special manual is used: "Financial Management and Procedures for NGOs in Romania". The control of the expenses and of financial transactions is made from the center (Bucharest) by an official treasurer of PDA. There is a person who keeps the evidence of the goods that enter the organization. The funds destined for different acquisitions can be taken from the bank but only under double signature. There haven't been any complains from the financiers. Several reports that can offer
information about the system and the financial procedures are: financial report, narrative report of all the activities, register (account book), book–keeping report.

STAGE: CONSOLIDATION/EXPANSION

D.4. AUDITING/EXTERNAL FINANCIAL REVISIONS

So far, an external financial audit has not been made, although there is plenty of information to write such a report. Internal financial auditing is made by the treasurer of PDA with the help of other members from different clubs in Romania.

STAGE: DEVELOPING

D.5. MANAGEMENT OF FUNDS

The funds from the financiers are kept in bank accounts. The funds destined for current expenses are usually in the organization and are kept by the secretary, but always in small sums. Each financier has its own bank account and transfers from one account to another are not allowed (or if are allowed, the procedures are very difficult). Even the transfer from one chapter to another within the same project is difficult because some typical requests are needed, approvals and all these have to frame in certain previous conditions. For example, the conditions stated by "The Open Society Foundation": there can be only two funds transfers from one budgetary chapter to another and only with a value of 10% from the smallest budgetary chapter.

STAGE: CONSOLIDATION/EXPANSION

D.6. FINANCIAL RESOURCES

The main sources for financing PDA are:

- The Local Council of Cluj–Napoca;
- Open Society Foundation;
- Civil Society Development Foundation;
- Charles Stewart Mott Foundation;
- Westminster Foundation for Democracy (Holland).

The central organization supports financially the local clubs but does not have a major contribution. The report between internal and external funds is about 50%–50%. There is a policy of contracting international and national financiers and obtaining funds based on: advertising for firms and institutions that are willing to finance the NGO and "drawing" in–kind contributions The financial resources were well determined in the period of evaluation, each financial report being done on time and the stated volume of expenses was not exceeded.
STAGE: DEVELOPING

D.7. LEGAL STATUTE

At the local level PDA Cluj does not have juridical personality. This exists at the central level (Bucharest) and it is extended over all the 28 clubs all over the country. The actual intention of PDA Cluj is to obtain juridical personality considering its fast development and the importance of this branch which is responsible with coordinating other 10 PDA clubs (in the small cities).

The managers obtain the pertinent and necessary information from experts in financial field, from the central club and also from specialty writings. The board at the national level is responsible with respecting the legislation from financial and work protection fields.

STAGE: CONSOLIDATION/EXPANSION

E. SERVICES

E.1. SECTORIAL EXPERTISE

PDA's activity cannot be compared, from certain points of view, with other's NGOs activity considering, first of all, its mission. PDA is the only organization that is entirely dedicated to this mission, although there are other local and national NGOs that have programs and projects with similar goals, but different missions which are larger, and usually include other types of programs, too. PDA is a constant partner for these NGOs, for example, at the local level, we can name "Civitas" and "Youth Association for Peace" that had some programs with a stated goal: improving the quality of citizens – elected representatives relationship.

A special attention is given to the evaluation of the impact of a certain project using: evaluation surveys, press articles, and so, the feed–back from the community, clients, beneficiaries, members and financiers is always assured. Based on these results the future strategies are either defined or modified.

All the members that were interviewed stated that the organization should insist on the educational side of their actions, since changing the mentality of the citizens is the main goal for this NGO's activity, but also the hardest thing to achieve. They show a permanent interest in the continuous improvement of the organization, are open to suggestions.

The level of the nations is a rather low one, a part of their salaries are donated to the organization and there is a small proportion of sponsorship.
STAGE: DEVELOPING

E.2. COMMUNITY'S INVOLVEMENT

Community's involvement is one of the main goals of PDA and many of their actions are meant to reach this goal: for example, public meetings, most of them requested by the community in order to identify the main types of problems and possibilities of solving them.

All those involved in planning a certain project are also involved next in promoting and evaluating this project. But usually, citizens' actions are rather declarative than active ones, so far, has not been detected a certain effort of the citizens to become more involved.

STAGE: DEVELOPING

E.3. EVALUATING THE IMPACT

All those things mentioned before: surveys, inquiries, press articles, citizens' impressions are indicators of the success or insuccess of a certain program and the results are used for further actions and projects. Usually the next programs will take into consideration all the stated needs that were not sufficiently fulfilled in the previous actions.

STAGE: BETWEEN CONSOLIDATION/EXPANSION AND LONG-LASTING ORGANIZATION

F. EXTERNAL RELATIONSHIPS

F.1. PUBLIC RELATIONS

The organization is well–known to the public and especially to the target groups (given previously in the introduction called "Brief Presentation of Pro Democracy Association") for these groups were also designed special programs (given also in the introduction). All the programs enjoyed a large participation and the evaluation of the impact was tried by placing, at the end of each publication, a specific survey. From the materials that describe the goals and the accomplishments of PDA Cluj we can mention:

- PDA presentation (1997–1998);

Relationships with mass–media were intense and at regular times. Among the local and national collaborators we can name: CD Radio, Radio Contact, Pro FM, Pro TV, NCN–TV, TVR Cluj–Napoca, Adevarul de Cluj, Monitorul de Cluj, Mesagerul Transilvan, Adevarul, Transilvania Jurnal etc. Special attention was given to the relationship with the media, one of the main subjects of discussion at the local forums held by PDA was the issue of collaboration between NGOs and mass–media.

PDA Cluj has build in this way a strong public image about its mission, intentions and the programs developed. Its activities are well–known, and so, the organization has gained the support and the approval of the community. The dialogue with public authorities is permanent and very well outlined.

STAGE: STRONG, LONG-LASTING ORGANIZATION

F.2. RELATIONSHIPS WITH THE BENEFICIARIES

The citizens agree with the utility of such NGO, with the fact that its actions can lead to a positive change, but when it comes to action, they are reserved (moderated). The relationship with the members and "the followers" is better; their real interest and involvement in PDA's actions has already been proved.

The headquarter of PDA is located far from the center of the city, which makes the access a rather difficult one, but one of the immediate hopes is receiving a headquarter downtown from the Townhall of Cluj–Napoca.

To have more information regarding the immediate and real needs of the community, there are held special public meetings where the dialogue is encouraged and different opinions stated are used for directing the future strategies. Citizens' opinions are quoted in the brochures released after each action in order to encourage them to express themselves more often.

The mission of PDA – promoting democracy in Romania through public involvement – is nothing but a large "advocacy" action (gaining the necessary resources in order to promote important changes both at institutional and individual level).
STAGE: CONSOLIDATION/EXPANSION

F.3. COLLABORATION WITH PUBLIC AUTHORITIES

The main public institutions that collaborate with PDA are given in the introductory part.

Different types of relationships between PDA and authorities:

- collaboration for assuring a better understanding, by the community, of the functions and competencies of the local public administration;
- analyzing the activities of local authorities;
- financial relationships (finding the best ways for receiving funds).

Besides the collaboration on projects or programs of mutual interest, the collaboration continues also at the informal level.

STAGE: CONSOLIDATION/EXPANSION

F.4. COLLABORATION WITH OTHER NGOs

PDA Cluj has collaborated with several national and international NGOs. The most important ones are:

National: "Pro Vobis", "Napoca Ciclotourism Club", "Youth Action for Peace", "SECS", that were partners of PDA in organizing the Second Local Forum of the NGOs.

International: "The Open Society Foundation", "Charles Stewart Mott Foundation" and "Westminster Foundation for Democracy".

STAGE: CONSOLIDATION/EXPANSION

F.5. LOCAL RESOURCES

The access to local financial and human resources is a good one, but it needs to be modified in the conditions of organizational growth. PDA depends on the external financiers and on the board; there are not yet personalities from the private sector.

STAGE: BETWEEN DEVELOPING AND CONSOLIDATION/EXPANSION

A graphic representation of the six main functional issues (domains) in PDA Cluj is annexed at the end of this paper.
1). From reasons of access, but also public image, relocate the headquarter of PDA Cluj.
   WHO: the staff of PDA Cluj
   WHEN: as soon as possible
   RESOURCES: financial, a campaign aimed to convince the Townhall of Cluj–Napoca of the necessity of a new headquarter.

2). A stronger attention should be given to the campaign of recruiting new volunteers.
   WHO: members, staff, already existent volunteers
   WHEN: when relocating the headquarter in order to reinforce the image of growth and development
   RESOURCES: financial, human (experts in designing a campaign for recruiting volunteers).

3). A certain of salaries of the staff, if not real, at least an apparent one, is good for the image of the NGO.
   WHO: the financial responsible
   WHEN: as soon as possible
   RESOURCES: financial

4). A special attention should be given to the education and information of the citizens since their involvement is not so strong and, without this part, we cannot really sustain that the mission of PDA is accomplished.
   WHO: members, staff, volunteers
   WHEN: at the beginning of each program
   RESOURCES: financial, human

5). Also, besides short term financial plans, should be conceived and implemented a long term financial plan, with projects that last longer (and so, the period destined to implementation and evaluation is long enough to obtain better results, since time is usually the resource that is not sufficient for certain objectives).
   WHO: the financial responsible
   WHEN: when conceiving the new annual strategy
RESOURCES: financial, human (for the activity of advocacy, to convince the financiers of the necessity of such plans).

OPINIONS AND CONCLUSIONS ABOUT PDA's ORGANIZATIONAL DEVELOPMENT

The final evaluation (called "Graphic Representation of the Six Main Functional Issues in Pro Democracy Association") indicates the dominance of the stage "Consolidation/Expansion". Based on this fact a set of conclusions can be drawn, which in fact, represent the main characteristics of PDA's organizational environment.

1). The so-called "club atmosphere" creates the type of communication and human relations that usually ignores the formal, rigid type of organization. This allows for a high functionality of this NGO, a faster power of reacting to the problems that may appear.

2). PDA is a young NGO – the age media of the members, staff, board and volunteers is between 25–35. These young people use their experience, gained at this NGO, with enthusiasm, are dedicated to this organization and they all declared that these jobs brought them a lot of satisfaction and that they are thinking of making careers in this domain.

3). They are very open to change – thing absolutely necessary if evolution is what they really want. At the interviews they were very open, they recognized their capabilities, but also the deficiencies and were ready to accept any pertinent solutions that may come. They considered these evaluation forms very useful and even requested a copy of the final report.

4). They are very optimistic persons despite the fact that the results may not be so high as they expected. They believe in their work, its purpose and its finality. In fact, one of the best things discovered by us are the human relationships, communication, dedication to their goals, things that make work environment in this NGO a very pleasant one. After all, it is behaviors and human relationships that make an NGO to function either good or bad. But we, as evaluators, are satisfied with what we have found.
### Graphical Representation of the Six Main Functional Issues (Domains) in PDA Cluj

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<th>Government</th>
<th>Beginning stage</th>
<th>Developing stage</th>
<th>Consolidation/expansion</th>
<th>Strong and long lasting</th>
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### Operating and Management Systems

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<th>Management Systems</th>
<th>Beginning stage</th>
<th>Developing stage</th>
<th>Consolidation/expansion</th>
<th>Strong and long lasting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of Information</td>
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<tr>
<td>Administration</td>
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<td>Personnel</td>
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<td>Planning</td>
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<td>Structure and</td>
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<tr>
<td>Management of the Program</td>
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### Setting-Up Procedures

<table>
<thead>
<tr>
<th>Beg. stage</th>
<th>Develop stage</th>
<th>Consolidation</th>
<th>Strong and long lasting</th>
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</thead>
</table>

### Human Resources

<table>
<thead>
<tr>
<th>Responsibilities of the Employees</th>
<th>Beginning stage</th>
<th>Developing stage</th>
<th>Consolidation/expansion</th>
<th>Strong and long lasting</th>
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</thead>
<tbody>
<tr>
<td>Organizing Work Activity</td>
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<tr>
<td>Management of Performance and Development of the Team</td>
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<td>Policy of Salaries</td>
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### Development and Analysis

<table>
<thead>
<tr>
<th>Development of the Team/Solving Conflicts</th>
<th>Beginning stage</th>
<th>Developing stage</th>
<th>Consolidation/expansion</th>
<th>Strong and long lasting</th>
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</thead>
<tbody>
<tr>
<td>Communication</td>
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<td>Variety</td>
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<td>Management of the Volunteers</td>
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</tbody>
</table>
### FINANCIAL RESOURCES

- Book-keeping
- Planning the budget/analyzing the costs
- Financial control
- Auditing/external financial revisions
- Management of funds
- Financial resources
- Legal statute

### SERVICES

- Sectorial expertise
- Community’s involvement
- Evaluating the impact

### EXTERNAL RELATIONSHIPS

- Public relations
- Relationships with the beneficiaries
- Collaboration with public authorities
- Collaboration with other NGOs
- Local resources