

CHOOSE YOUR DESTINATION.
SHARE THE JOURNEY!

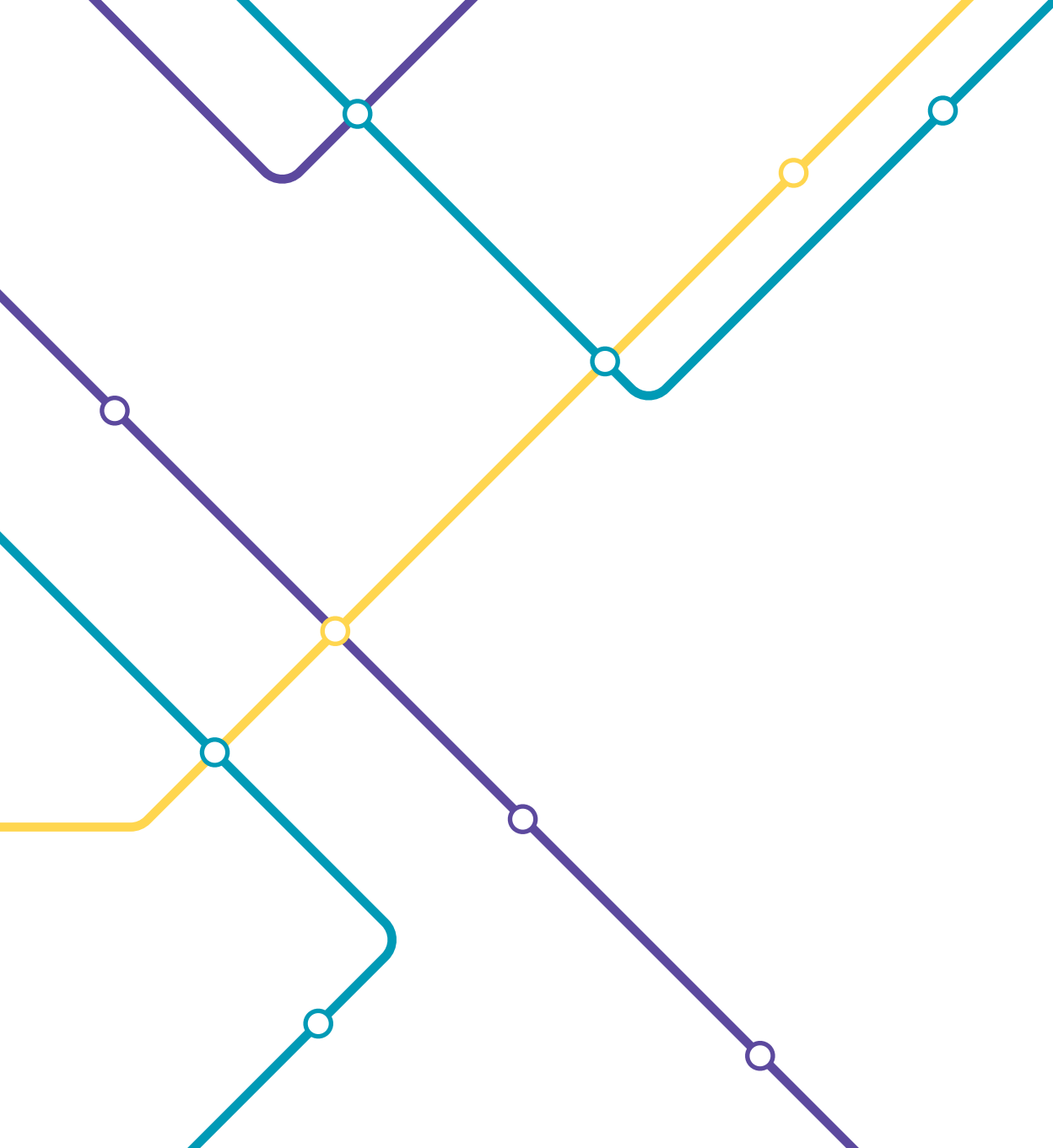


ROMANIAN - AMERICAN
FOUNDATION

A gift from the American people

ROMANIAN-AMERICAN
FOUNDATION

ANNUAL REPORT 2017



Dear friends,

Each journey we take enriches us. We are the sum of the paths we choose, the people we meet, the places we see, and the things we learn in the process.

Eight years ago we set out on a journey to contribute to a better Romania. We set a goal, made a promise, found reliable travel companions and ventured towards ambitious destinations: bringing prosperity to rural Romania, preparing for tomorrow by tuning into the latest trends in technology and innovation, and making sure democratic values are upheld, guarded by engaged citizens.

Knowing that our work depends on strong civil society organizations, we invested in building the capacity of our partner NGOs as one of our strategic approaches. In 2017, we asked our partners to describe their organizations' paths towards sustainability. We invited them to define their long-term goals and envisage what the world would look like when we have finished our work. We challenged them to imagine the road they would have to take to get there, and to share the journey with their peers.

The stories you will read in this year's annual report are just a glimpse of how their efforts make a difference. We invited professionals we worked with to give us snapshots of what they see, and we asked our partners to share their learnings from their journeys.

Vlad Tăușance, the strategist behind the Marketing and Communication Polyclinic Program, wrote an op-ed about RAF partner organizations, which he has grown to know well during the program. Trying to help them define who they are and how they can maximize the effect of their interventions, he found himself in awe of the immense potential these changemakers have and the impact they could generate through cooperation.

Journalist Sorana Stănescu zoomed in on the potential of agricultural high schools to foster new generations of entrepreneurs in agriculture. She visited the Agricultural High School in Miroslava, and spoke with students, teachers, and high school principals in other schools to understand what challenges they face and what can be done to overcome them.

Our colleague Paul Baran writes about the emergence of an entrepreneurial ecosystem in technical universities across the country. Professors and school administrators involved in Innovation Labs, the Entrepreneurial University program, and the Fulbright-RAF Scholar Award are becoming trailblazers in the adoption of new strategies that include delivering to students a growing palette of entrepreneurship classes and activities.

Fascinated by the way community foundations work, journalist Mona Dîrțu speaks about "The Butterfly Effect" the sporting events have on the communities that organize and host them. Swimathons, bikeathons, and half-marathons gather more and more people, raise not only funds, but also cause-champions and awareness, and altogether have become a phenomenon that unleashes local creativity to glue communities together.

And since the stories are many and we could not encompass them all in this report, we chose to include a little snapshot from each of the programs active in 2017, to give you a flavor of what is happening.

As always, we feel lucky to be part of this adventure, grateful for all the new discoveries we have made along the way, and honored to have crossed paths with so many wonderful travel companions. Even if at times the road may be bumpy or we venture towards uncharted territory, we do enjoy the ride!



Phillip Henderson
Chair of the Board of Trustees

Roxana Vitan
President

ABOUT RAF

The Foundation is a gift from the American people to the people of Romania, a symbol of the enduring commitment to support Romania's historic transition to democracy and a market-based economy.

U.S. Ambassador Hans Klemm delivers the keynote speech at RAF's eighth anniversary event
Photo: Doria Drăgușin

WHERE ARE WE HEADING?

*The **mission** of the Romanian-American Foundation is to strengthen and promote conditions for a sustainable market economy and a democratic society that provides access to opportunity for all segments of Romanian society.*

Our destination is a better Romania, where people live in prosperity, think innovatively, act responsibly, and are directly involved in public life.

To get there, we invest in programs, foster ideas and support organizations with a high potential for growth and replication, which can have substantial impact in communities.

Our work transcends the boundaries of classic grant-making. We match our funding with ongoing technical assistance and capacity building support.

Transparency, partnership, and collaboration are embedded in our organizational culture and work ethic.



The Romanian-American Foundation (RAF) was founded in 2009, as a successor to the Romanian-American Enterprise Fund (RAEF). RAF's current endowment has reached \$150 million.

HISTORY

Our story begins with the revival of democracy in Eastern Europe. Following the revolutionary wave that overthrew the dictatorial regimes in the early 1990s, the United States government helped the former communist countries in their effort to transition to a market economy and democratic society. The Support for Eastern European Democracy (SEED) Act was a mechanism of public-private partnerships designed to form enterprise funds.

The Romanian-American Enterprise Fund (RAEF) was created in 1994 by the United States Congress and funded through the U.S. Agency for International Development (USAID). RAEF pioneered a combination of investment and development activities that proved very successful in the Romanian market place. At the end of its mandate, RAEF returned half of the initial grant to the U.S. Treasury Department, the remaining half and all the profits generated constituting the endowment for an in-perpetuity foundation.

1989

Support for Eastern European Democracy (SEED) Act.

1994

The Romanian-American Enterprise Fund (RAEF) is established by the United States Congress under the SEED Act, and funded through a 50 million dollar grant from USAID.

2008

USAID accepts RAEF's liquidation plan to allow for the establishment of a U.S. in-perpetuity foundation with an initial endowment of 50 million dollars.

2009

Creation of the Romanian-American Foundation (RAF).

2009-2017

RAF invests over 20 million dollars in programs affecting change in Romania.

2018

RAEF investments fully divested; RAF endowment stabilized at 150 million dollars.

STRATEGY

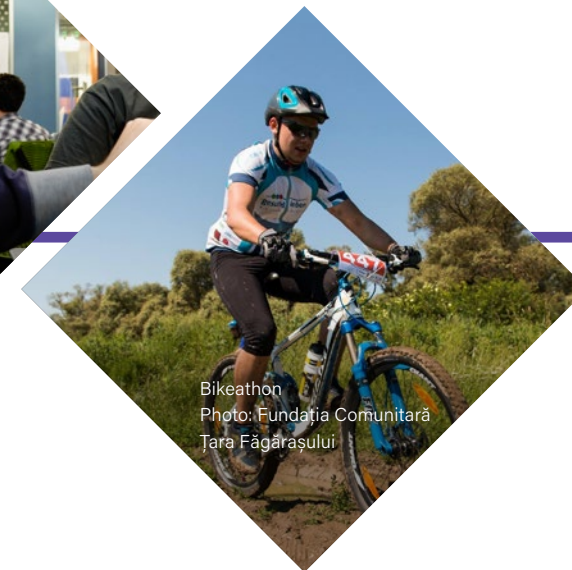
There is a lot to be done when you set out to shape a better future. Knowing our resources are limited, we seek to use them wisely and efficiently. This is why we focus on three strategic priorities where we believe our work can generate relevant impact. We complement all our interventions with education programs, contributing to the development of the new generations both as professionals and as active citizens.



Photo: László Potozky



Cluj Hackathon
Photo: Innivation Labs



Bikeathon
Photo: Fundația Comunitară
Țara Făgărașului

“Once emerged in an applied learning environment, otherwise bored and passive students become involved and motivated to learn.”

(Insight from our grantees)

RURAL ECONOMY

We identified two niches where we believe our programs can help rural communities flourish: small farmers and ecotourism. Responsible use of existing assets can translate into economic growth of rural areas. Additionally, we offer students in rural areas access to quality education programs.

TECHNOLOGY AND INNOVATION

We design entrepreneurial programs aimed at endowing students with the technical and soft skills required by the competitive markets of today and tomorrow. We work closely with teachers, schools, universities, NGOs, and partners from the business sector to match the educational offer to the sector needs.

PHILANTHROPY AND CIVIC ENGAGEMENT

We believe in and support people giving back to and being part of the community. Citizens getting involved in the decision-making process, voting, holding officials accountable, volunteering and donating to causes they consider important are essential for a healthy democracy.



RAF INVESTMENTS 2009-2017

+\$20 MILLION

in RAF grants and Program-Related
Investments 2009-2017

+\$9.7 MILLION

co-invested or attracted by our partners

+\$1.6 MILLION

in Program-Related Investments (PRIs)

+230

grants awarded

+\$8 MILLION

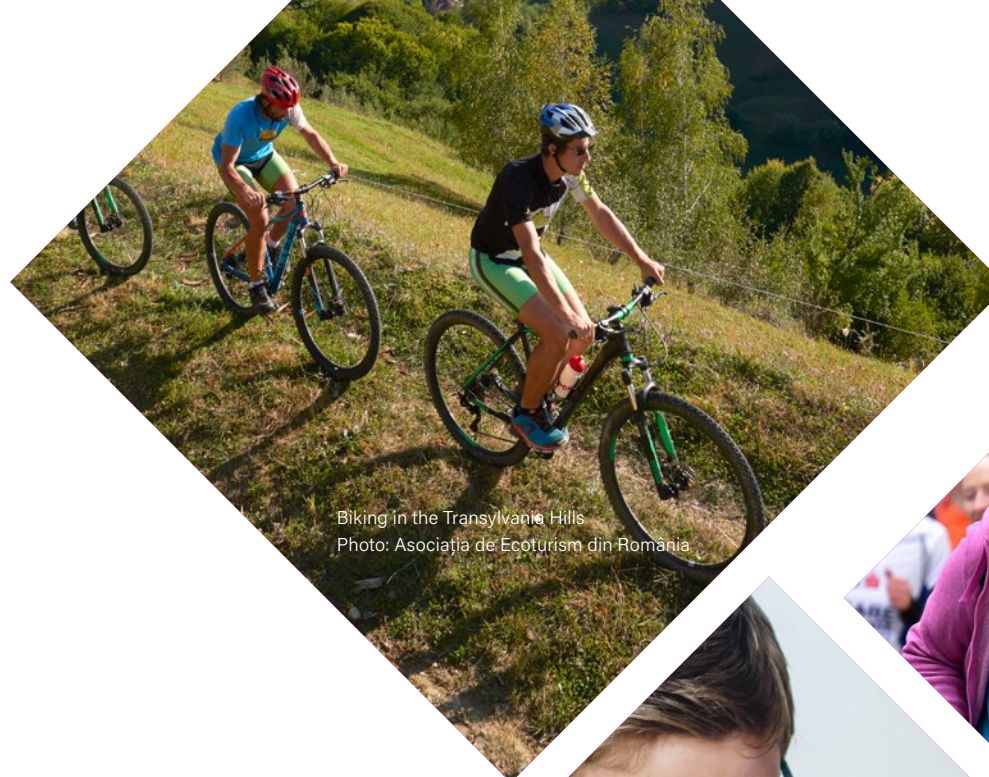
granted for rural economy
programs

+\$5.5 MILLION

granted for technology &
innovation programs

+\$6.5 MILLION

granted for philanthropy and civic
engagement programs



RAF INVESTMENTS 2017

+\$3.9 MILLION

in RAF grants and Program-Related
Investments in 2017

+\$1.7 MILLION

granted for rural economy
programs

+\$0.9 MILLION

granted for technology &
innovation programs

+\$1.3 MILLION

granted for philanthropy and civic
engagement programs



Photo: Fundația
Comunitară Sibiu



Photo: Fundația pentru Dezvoltarea Societății Civile



Photo: Fundația Comunitară
Țara Făgărașului

RAF HOUSE

Our base camp is a historic building that has been a hub for social interactions over the years. The villa, built in the 1920s by the Urbani family, continues to be a space where civil society organizations meet.

The ground floor rooms are offered, free of charge, to not-for-profit organizations to host events in line with our scope of work.

In 2017, RAF House hosted 83 events organized by 41 civil society organizations, which brought together over 2,900 participants.

This translates into an estimated in-kind contribution of \$96,940.





OUR STORIES

The stories you're about to read are like an excerpt from our travel log. Enjoy!

Fondul Științescu Sibiu
Photo: Fundația Comunitară Sibiu



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*Practice what you
preach makes perfect.*

CARE TO SHARE?

By Vlad Tăușance

Vlad is a trainer and program designer at the Friends for Friends Foundation, also working as a strategy consultant for the creative agency Argo.



Sharing stories around the camp fire.
Marketing and Communication Polyclinic Camp
Photo: Fundația Friends For Friends

What do you need? How can we help? The obvious answers quickly follow. We need funding. We need people. We need public awareness. When you go deeper into the conversation, the answers change. Time. We need time. More time to finish the applications or to fill in the reports. Time to reconnect with our communities. Time to make some long overdue calls. Time to make mistakes and draw conclusions. Time to put things in

Learning about and from each other. Marketing and Communication Polyclinic Camp
Photo: Fundația Friends For Friends



order or in context. Time for you to listen. And so we did. We brought coffee and friends.

For the four years we have designed and managed the Marketing & Communication Polyclinic, an unprecedentedly complex training program aimed to help NGOs improve their public presence and campaigns. We had the chance to spend hundreds of hours listening to the stories of over twenty five organizations that are quietly reshaping Romania. For most of them this was a first: talking with "strangers", non-profit neophytes taking notes and getting excited. Good things followed: rebranding processes and digital fundraising campaigns, Big Ideas and small steps, media coverage and content co-creation.

Our premise was simple: the communication breakdown of the non-profit sector is primarily a question of culture, not necessarily a question of skills. Our program was betting on a contagion effect, as it aims to transfer know-how and enthusiasm by bringing together marketing and advertising professionals with game changers from NGOs. Both worlds are suffering from a degree of isolation and are to some extent egosystems. Both worlds are highly competitive when it comes to revenues and talent,

“ We are witnessing the birth of the first agencies dedicated to the non-profit sector, as well as the formation of a generation of experts that can navigate both worlds. ”

exercising a sense of secrecy, following strict internal rules and procedures, and receiving little public recognition. The advertising and marcomm industries are striving for public

impact and relevance. The NGOs often discover the hard way that marketing must be embedded if they aim for capacity building or for scaling their results. During workshops, lectures and speed mentoring sessions we have put these objectives together, in order to transform two egosystems in one ecosystem. KPIs left aside, this successful experiment generated some valuable insights.

INTERNALIZATION IS A RUSTY KEY

“NGOs are understaffed” is both an understatement and a global status quo. Therefore, marketing, PR, and advertising are perceived as chores or nice-to-haves, when compared to more pressing duties towards beneficiaries, constituents or funders. Although the solution to hire a marketing specialist might seem obvious, it is rarely a proficient one. The first threat is the scarcity of qualified talent that can make the shift from the commercial or corporate frame to the non profit one. This leads to a bumpy recruitment process, difficult onboarding procedures, inevitable fails and subsequent management frustrations. The second risk is the siloization of the communication department, seldom aligned with the organizational strategy or imbedded in the management

decisions. The distance between the management and the marketing executives allows the delegation of tasks, but not the delegation of power.

An alternative is opening up to a network of service providers, brand ambassadors, freelancers and strategic allies from the marcomm or creative fields. The main gain is time, as the organization can focus on decision making instead of executive tasks. A relationship based on equal positions also ensures relevant feedback and a more critical, therefore realistic, approach to goals and objectives. On a higher level, the bidirectional know-how transfer tunes in organizational cultures. **We are witnessing the birth of the first agencies dedicated to the non-profit sector, as well as the formation of a generation of experts that can navigate both worlds.**

PRACTICE WHAT YOU PREACH MAKES PERFECT

Vlad Tăușance

Instead of trying to fit people into an often sketchy job, the option becomes to build long term partnerships with the marcomm field. These relationships rely on trust and translation accuracy, as the sectorial lingo can be misleading for both parties.

These relationships take time. But they have already proven to be the most viable solution for big scale projects such as advocacy campaigns, national level fundraisers and the much needed alignment with the corporate sector and CRS programs.

In a recent internal survey, most of the RAF grantees identify community development as their main focus for the next

decade. It is a legitimate goal as their expertise, human resources, track records and tools can guarantee their success. In the meantime, the non-profit sector could also use a systemic community development process. The sporadic communication breakdown with the large audiences becomes endemic at an interorganizational level. A quick debrief reveals a plethora of underused and under-shared resources: studies and databases, reports and case studies, best practices and whitepapers, service providers and trainers, software and equipment. Set aside the tactical and logistic advantages that a minimal collaboration can ensure, we must explore the strategic benefits.

Based on the same survey, as well as on our field research, we know that the non-profit sector is heading towards an "education rush hour". There are tens of potentially convergent initiatives: advocacy projects, training programs for teachers, interventions addressing illiteracy or dropout rates, formal and non-formal educational project for high schools, alternative manuals and curricula upgrades. Both the corporate and the start-up sectors have expressed a huge interest in this field. Yet the initiatives remain insular in terms of impact, awareness and approach.

Creating a framework for information exchanges becomes a responsibility and a self-evident shortcut, far beyond the capacity development of the NGO sector. Shared campaigns, tasks and objectives can put large scale programs in speed in the other recurrent fields of interest such as: rural development, social innovation and entrepreneurship. Furthermore, this approach allows for organizational



Marketing and Communication
Polyclinic Camp
Photo: Fundația Friends For Friends

specialization, leading to new revenue streams based on existing expertise as well as sustainable human resources policies.

Like any coming-of-age story, the Romanian game changers need more than time. They need new friends. Translators. Connectors. Believers. Challengers. With a little help the sector can become a network. And islands can become a country.

SOWING THE SEEDS FOR ROMANIA'S NEXT GENERATION OF FARMERS

By Sorana Stănescu

Sorana Stănescu is passionate about explaining the world we live in, through in-depth stories and live storytelling events. She follows education reform and the people who work to make it happen. Sorana documented the first year of the Teach for Romania Program, and coordinated #EduDoR, an online section for DoR magazine, covering the Romanian educational system.

*"There are no limits,
as long as I work as hard
as I can for my dreams."*

Photo: Agricultural High School, Miroslava

Romania left its agricultural and technical high schools to die, yet it's nostalgic of the times when it used to be Europe's number one grain provider, and dreams of being one again. A RAF- supported program, implemented by a consortium of five NGOs, provides a successful working model that could turn agricultural high schools into resourceful educational hubs through a mix of study visits, capacity building sessions and connections with the agri-companies in the local community.

Principal Timu among students.
Photo: Mihail Kogălniceanu
Agricultural High School,
Miroslova



Over 60 teachers and 900 students in the eight participating high schools were directly involved in the “Agricultural High Schools – Local Hubs for Small and Medium-sized Farms” program, now entering its fourth year and evolved to the second stage.

The five organizations are: World Vision (responsible for promoting agricultural opportunities and high school educational offer and for setting up internships), Junior Achievement Romania – JAR (providing hands-on entrepreneurial education for students), Civitas (coordinating study visits at relevant agribusinesses, for students to learn the value chain), CEED Romania (training the teachers to step outside the classroom, assess needs, write grant applications to become relevant actors in the community), and Romanian Center for European Policies - CRPE (responsible for the research and advocacy component of the program).

Despite the general lack of interest in agriculture from some of its major stakeholders, **RAF is confident that agriculture is where plenty of opportunities lie, and that technical education is a safe and smart choice for the future.**

Currently, this is how things stand: although agriculture is strategically important for Romania's development, providing 7% of the GDP and containing 30% of the active workforce, the small farmers' productivity (which makes up the majority of the workforce) is 30% lower than the EU average. And only one in five agricultural workers has graduated from some form of agricultural education.

Research shows that by 2025 Romania will have eight times



Students
from Miroslova
Agricultural High
School participate in
the Company of the Year
AgriBusiness Challenge
Photo: Junior Achievement
Romania

more jobs available in agriculture, forestry and fishing, than the EU average. The question no one seems to be able to answer is, who will take those jobs, as the industry is already struggling to find qualified workers. The reason is a mix of the poor understanding of what 21st century agriculture looks like and the severe decline of agricultural education, which makes programs like RAF's crucial.

Dacian Bora, 18, now in his final year at the Technological High School in Salonta, North-Western Romania, plans to become an accountant and start his own business someday,

after twice winning the Company of the Year competition, organized by JAR. He was in 10th grade when it was brought to their high school and Dacian's team of six shared the first prize (1,500 dollars each) with a team from "Mihail Kogalniceanu" Agricultural High School in Miroslava. Dacian's team bought 100 quails and sold the eggs. The next year he insisted on replacing the quails with hens and that turned out to be a safe bet, as the price of hen eggs, already higher than that of quails', went up even more.

Dacian is very proud of the consecutive wins and says the competition taught him he could do anything he set his mind to. **"There are no limits, as long as I work as hard as I can for my dreams."**

Some of his other colleagues, also taking part in the competition in 2017, planted 200 fruit trees on the school farm (the first ones will bear fruit in two-three years). The year before, a different team planted herbs: basil, oregano, arugula, in a 40 square meter greenhouse they built from scratch on the

"RAF is confident that agriculture is where plenty of opportunities lie, and that technical education is a safe and smart choice for the future."

school grounds. They sold the plants fresh to local restaurants, and reinvested the money into the small business they now run themselves.

16-year-old Alexandra Somyai, who was part of the team, remembers it all started due to her class tutor, who took time after classes to teach them basic entrepreneurial skills. Now Alexandra plans to study Economic Science at university and

start a small agri-business on the side.

"Before this competition, I never ever imagined myself working in agriculture," Dacian also says. He even convinced his family to give it try – his parents are both unskilled workers and own five hectares of land they never used. Now they are trying to apply for 15,000 euros in EU funds, to produce pumpkin seeds – Dacian saw there's demand for them in nearby Hungary.

The idea behind the entrepreneurial branch of the program is to enable the students and the teachers to not only develop business ideas on paper, but to actually test their ideas by making and selling relevant, competitive products for the market. "And that significantly changes both the individuals and the high schools," says Victor Dumitrache, from JAR, responsible for the entrepreneurial component of the project. The way JAR works is that they train high school teachers on

entrepreneurship, then encourage them to start optional entrepreneurship classes in their schools. Volunteer experts and entrepreneurs, also trained by JAR, are also invited to lecture in the respective classes.

Data released by the Ministry of Education show that only 15,000 high school students (out of a total of 293,000) are enrolled in some form of agricultural education. Even so,



Dacian Bora, from the Technological High School in Salonta, won the Company of the Year AgriBusiness Challenge competition
Photo: Junior Achievement Romania

agricultural high schools are a first option for very, very few in Romania. In 90% of the cases, it's for those who don't get accepted into a theoretical high school end up, because there is no minimum admission threshold. This comes with an overall disregard for technical education and any hands-on, skills-based jobs. Constantin Timu, the high school principal

in Miroslava, calls it “the agricultural high school student-complex” - nobody wants to be that guy.

On top of that, teachers in technical high schools face an extra challenge: they need to improve the poor educational background of students and get them to pass the Baccalaureate (end of high school-exam). Too often they have to teach 9th grade students the multiplication table, Timu, a Math teacher, says. Yet somehow in Miroslava they manage

to get very close to the national Baccalaureate graduation rate and to teach the students entrepreneurial skills and how to make successful business plans. “Everybody is asking about the graduation rate, but no one is asking about the employability rate, which is 90% in our case”, principal Timu says. In 2017, the Baccalaureate graduation rate at Miroslava was 44.18%, and the national one - 72.9%.

Even though it’s located in one of the wealthiest communes in the country, that quadrupled its population in the last years, and although it’s the oldest agricultural high school in the country (going back to 1831), with rich domain and facilities, Miroslava high school was also close to shutting its doors, Timu says, had it not been for this program and the support they got from the local city council. “The program was a breath of fresh air and an open window for us all.”

Although he’s always had an entrepreneurial spirit and is used to fighting for funds and watching out for the latest educational opportunities, there are things he cannot change by himself. Now the school has 380 students and is contacted by different companies and organizations, such as the National Association of Fish Producers, in desperate need of skilled technicians to hire.

In the last two years, the students’ company in Miroslava focused on producing cold pressed sunflower oil and chili pepper jam (that got them the first prize in 2016, alongside Salonta), which they use in the school’s canteen or sell at agro fairs.

Some things are starting to change, Adrian Szatmari, principal of the Technical High School in Salonta, also says. Thanks to the RAF-supported program, the visibility the high school received and the methods the teachers learned to promote their classes, 2018 will be the first time in 28 years that they will organize an admission exam for the Mechanics class, as the demand is higher than the places available. (The high school now has around 600 students, compared to more than 2,500, before 1990.)

The program has managed to change the teachers’ and the students’ mindset and attitude, everybody involved says. They no longer feel demotivated and disrespected, as they focus on the opportunities to learn and grow together, while the interest from the agribusinesses for their work is also on the rise.

In Miroslava, principal Timu is also hopeful. More and more young people want to become the agricultural high school student guy.

Students on study tour
Photo: Fundația Civitas



Mihail Kogălniceanu Agricultural
High School, Miroslava



*“We’re thinking broadly
at how to best affect
students in their
educational experience.”*

COMMUNITIES OF CHANGE: ENTREPRENEURSHIP IN ROMANIA

By Paul-Andre Baran

Paul-Andre Baran is RAF's Technology and Innovation Consultant, contributing to the strategic planning and coordination of programs in this field. He has been working in international development for the past twenty years.



Bucharest Demo Day 2017
Photo: Innovation Labs



Fulbright-RAF
Scholar Award
Fellow Corina
Forăscu with U.S.
Ambassador Hans
Klemm and entrepreneurship
supporters in the Iași area.
Photo: Romanian-American
Foundation

Preparing future generations for the swiftly changing High Tech economy requires education systems to be adept to and in tune with the demands of industry today, while simultaneously preparing for the needs of tomorrow.

As more technical universities throughout Romania begin prioritizing entrepreneurial activities and education for their student bodies, the Romanian-American Foundation seeks to offer those institutions the assistance needed to meet their goals. RAF's work under the Technology and Innovation strategy is used at the pre-university level to grow the number of students who apply to the sciences and engineering universities. By increasing the friendliness in the delivery of physics and math, and making the courses more experiential, students are more likely to follow that path. Once enrolled in university, they should benefit from an educational offer that matches market requirements. This is why, simultaneously, RAF works with universities to assist them expand the numbers of classes and services to support student entrepreneurship.

In order to expose Romanian professors to the cutting-edge educational models that include entrepreneurship in all studies, the RAF has partnered with the Fulbright Commission to facilitate that experience. Through the Fulbright-RAF scholar Award program, selected university professors of technical studies get to spend a semester in the United States, at the University of Rochester's Ain Center for Entrepreneurship. The University of Rochester was specifically selected not only for the performance of the entrepreneurial center, but also because the community was a big company town dependent on a small number of pillar industries that suddenly crushed. In over two decades, Rochester was able to pivot and focus on entrepreneurship as a means for economic recovery.

To date, twelve professors have participated in the program from university centers around Romania, with another six ready to leave in the Fall Semester. The purpose of the program is to engage universities by providing exceptional learning experiences in the U.S. while maintaining continuous communication and feedback with their administrators. University administrators later join their professors in Rochester for a one-week study visit where they encounter three distinct innovation ecosystems including Rochester, NY, Boston, MA, and Washington DC.

"Today, we're thinking broadly at how to best affect students in their educational experience. Not only are we providing students new cross-faculty entrepreneurship classes, but we're also assessing the need to train professors in the use of modern teaching techniques in delivering their curricula," explains Mihai Gîrțu, the Pro Rector from the Ovidius University in Constanța. Mr. Gîrțu was explaining his University's entrepreneurship strategy while addressing a group of university professors and administrators at the Polytechnic University in Bucharest this past January. Upon his return, Professor Costin Sorici was able to provide valuable input to the Ovidius strategic plan for entrepreneurship. It's been one and a half years since he spent his semester at the University of Rochester and the results have been overwhelming. Since his return, the Ovidius University has applied a three-pillar strategy aimed at:

1. Entrepreneurship in Education, where the aim is to provide upwards of 10% of the student body with entrepreneurship instruction and 100% with soft skills training. Also, they will provide training to current and future professors.

2. Entrepreneurship in Research, seeking to train researchers and students on intellectual property protection, technology transfer, and start-ups.

3. Entrepreneurship and Social Engagement, the pillar designed to train academics and students in service to community and NGO management. The new strategy effectively repositions the Ovidius University within the community, transforming the institution into an enabler of positive change.

Through our partners at Tech Lounge, the Innovation Labs pre-accelerator program has expanded from Bucharest to four new university centers including Iași, Sibiu, Cluj, and Timișoara. Innovation Labs creates a unique learning environment for students to work together to develop products and services. Harnessing the innovation ecosystem, Innovation Labs gathers sponsors, alumni volunteer mentors, professors, and students to provide selected teams with a

“ By increasing the friendliness in the delivery of physics and math, and making the courses more experiential, students are more likely to follow that path. ”

two-month entrepreneurial experience that culminates in a final demo day where the best are selected. With each passing year we've seen the complexity of the proposed products or services increase through additional layers of interdisciplinary collaboration. Currently, students are proposing to develop solutions to healthcare problems, providing retailers with improved services for their clients, opting to create new solutions to the fluctuations in blockchain currencies, using

sensors to assist bee keepers, and working in pilot cities to improve public services.

A number of Universities, with passionate professors and Administrators with foresight, are taking the lead in pivoting their Universities in becoming entrepreneurial community hubs. Junior Achievement Romania (JAR) offers university administrators the technical assistance necessary to apply the European Commission and the OCED-developed Higher Education Innovate assessment tool to better assess how entrepreneurial their universities are. JAR has provided acute support to eight Universities nationally with the application and interpretation of the assessment, while including private sector representatives to contribute to assigning a clear baseline and to determine potential new policies for each university.

Currently, Romanian universities and the communities

that host them are facing a diverse array of challenges, including the need for increased innovation, performance, and employability of their graduates. Universities willing to include entrepreneurial strategies to their development goals may represent a solution to these challenges. Acting together with their community, Universities may succeed in bringing innovation to the teaching system and the courses provided to students, garner increased collaboration with the business

sector that could result in the active involvement of volunteers in practical activities developed in entrepreneurial hubs as well as in research and innovation projects. As the ecosystem grows and becomes increasingly interconnected, there is a developing bond between peers that contributes to the overall sense of possibility and the proactive initiatives that effect change.



Bucharest Hackathon
Photo: Innovation Labs

*Do decimals matter?
They do, scientists argue.*

THE BUTTERFLY EFFECT

By Mona Dîrțu

Mona is a journalist and trainer. She currently writes the weekly newsletter Monday Memo, a news & business digest for busy people, and trains individuals and teams on effective writing and storytelling techniques. She also works with Superscrieri, a journalism project, as a juror for their annual awards and as a trainer and mentor for young journalists. Previously, she edited two business weeklies, Business Magazin and Money Express, and led the online division of the Romanian public broadcaster.



Bucharest Swimathon
Photo: Fundația Comunitară București

Dreams are one thing, accounting is another. The community foundations pair them up two dozen times a year - sometimes late at night, when all the work for the swimathon, half-marathons, or bikeathons is done; sometimes the day after. That's the unglamorous, yet all-important "balance sheet moment" for the community foundations: everything they have worked for - the dreams, the causes, and the thrills that galvanized the town; the number of participants; the kilometers; the swimming pool lengths and the money raised - is finally crammed in a tiny chart usually no longer than half a page. The most important figure is, of course, the total at the bottom of the page. But the final amounts raised for the causes are always larger; the Romanian-American Foundation matches part of the individual donations as a way to foster community involvement.

IT'S ALSO ABOUT THE DECIMALS

If you're the nerdy type, you may wonder - once you've done the math - how was it that so many of the final amounts raised for the various causes include decimals. At the 2017 Bucharest Swimathon, for example, over one third of the 23 causes listed are not only about dollars, but also about cents. Who, you might ask - and why - would believe a few coins might make a difference?

Many of the decimals come from exchange rates, of course - they pop up whenever someone donates from a foreign currency account, explains Alina Kasprovski, who runs the Bucharest Community Foundation.

But there are, nevertheless, people who decide to donate a handful of coins. One of them, for example, pledged at last year's Bucharest Swimathon 23.70 lei (6.28 dollars). That means a contribution of 0,005861% of the total 104,011 dollars raised during the day; in case your spreadsheet rounds up the numbers to the first two decimals, you'll miss this contribution entirely.

Do decimals matter? They do, scientists argue. In fact, the whole story of the "butterfly effect", as it is popularly known, started with a meteorologist who decided to recompute a weather prediction and introduced, instead of the six decimals he had for a variable, only the first three. What he got, in the end, was a completely different weather scenario. What we've gotten from his mistake is a whole new mathematical field about how small changes in the initial conditions can lead to entirely different outcomes. And, of course, we also have the romantic metaphor saying that a butterfly's flap of a wing in Brazil may cause, weeks later and thousands of miles away, in Texas, nothing less than a tornado (it's a little more complicated than this, of course).

Those 23.70 lei - the equivalent of a medium priced pizza in Romania's capital city - may also lead to different outcomes, in ways we will probably never know. What we do know, though, is that the money was pledged by a 5-years old boy, Ștefan, who "donated all his piggy bank", says Maria Orzu, his mother, to help cover the kindergarten expenses for 15 kids from disadvantaged families. Ștefan is still in preschool, so he doesn't understand precisely what his 23.70 lei can buy; and it's irrelevant, anyway. What matters is that he donated all his



Bikeathon
Photo: Fundația Comunitară
Țara Făgărașului

savings for kids who are not as fortunate as he - and that he understood the mechanism: some of us need a little help, some of us swim to raise awareness and money for a cause, and some of us donate all our piggy bank savings. It's that simple.

The mechanism that set in motion a whole new movement in Romania started to roll in the summer 2009, at the height of the financial crisis, in Cluj Napoca. Nobody knew back

then what a Swimathon was - and nobody bothered to search for the correct pronunciation, so we all settled for the Romanian version of [swim-a-ton]. The accounting job of this first Romanian Swimathon delivered a chart showing three financed projects - all for kids with visual, hearing and other

“ Some of us need a little help, some of us swim to raise awareness and money for a cause, and some of us donate all our piggy bank savings. It’s that simple. ”

disabilities - and a total of 28,200 lei raised (9,248.02 dollars). One third of the money was raised by a single person, Alina Porumb - the soul of the community experiment - who swam, that July, 55 swimming pool lengths in only 90 minutes. “Even during a financial crisis”, said Alina Porumb after the event, “the people of Cluj are willing to support community projects”. The donors were mainly companies back then, but she believed there was a huge untapped potential for individual donors.

She was right: the experiment in Cluj in 2009 was replicated, molded to local contexts and creatively developed by a dozen community foundations around the country. What started nine years ago as a small event in a Transylvanian city has grown into something of a tradition, with cohorts of amateur swimmers, runners and bikers enrolling each year to raise money for hundreds of local causes. They all tell the story of a Romania you rarely see on the

evening news - a country where the very idea of community was broken down decades ago by an ideology named, ironically, communism; and a place where the expression “voluntary work” - or “patriotic work” - meant for decades, incredibly, the exact opposite: “mandatory work”.

Correcting the distortions takes years, even decades, and we’re not even near our ever changing finishing line. Yet every swimmer, runner or biker who has ever crossed an actual finish line is a wing that one day flapped for a community who learns how to heal itself (balance sheets are great, but they can’t convey all the outputs of this new kind of community building).

First of all, sport events are like fluids. They take the shape, the size and the mood of their host communities - and they tend to become **the** events, especially in smaller cities. In the port town of Galați, for example, most of the half-marathon’s track sticks to the banks of the Danube - and for the 2018 edition the people here have a whole list of options: a half-marathon, a popular race (up to 3 kilometers), three runs for children and a relay race; in the previous years, they even had a pet run. “We’ve learned that we can change something”, says the executive director of the local community foundation, Cristi Ochiu. “And that we’re not alone: there are tens, hundreds like us” (over 1,600 runners, to be precise, since 2014). Hundreds of miles away, in Țara Făgărașului, there’s no running, no half-marathon and no marathon: the people of



Sibiu Half-marathon
Photo: Fundația Comunitară Sibiu

Făgăraș - a string of small mountain communities stretching between two large cities, Brașov and Sibiu - have, instead, an impressive bikeathon. In 2017, over 700 bikers - almost half of them kids - enrolled to raise money for 12 local projects. “How much power can a dust particle have?”, they ask. “First, one dust particle absorbs a water particle. Then, another dust particle absorbs another water particle - and so on. That’s how a healthy cloud is formed. And then other clouds gather. And then it rains. And then the grass starts to grow”.

Second, sports events are a glue for the community. They attract local money for local causes from local donors. There are virtually no national causes among those listed in the final tables - and if they sometimes are listed, they're never the focus. Various vocal NGOs gravitate around these sports events, relationships are built with local authorities, businesses and the media step in, local energies are awakened.

Third, they build constituency for the community foundations. The number of those involved - staff, volunteers, competitors, supporters - steadily increases year by year; it's a trend, if you look at the graphs. In Sibiu, for example, they have a marathon that grew from a few hundred runners in 2012 to over 3,300 in 2017. The local authorities co-financed the event, and last year's financial result was impressive indeed: over 117,000 dollars raised in a city with 170,000 inhabitants.

Fourth, sporting events have become the foundations' signature. They're a great chance for them to spread the word about their mission - and, sometimes, an effective tool to support other projects. Take the Dâmbovița community foundation for example - one of the newest, officially established in 2015. "Only from the field one can influence the result of the game", the initiators believe, so last year they organized in the town of Târgoviște, the old capital of Walachia, their first swimathon for six local causes - with the generous support of the local authorities. In Iași, the largest city in north-eastern Romania, the community foundation organizes both the traditional swimathon and a so-called "race for schools" that helped raise money for another program, the Științescu Fund; they have already held three editions.

Fifth, sports events unleash local creativity. In Timișoara, the community foundation combined various competitions under the brand name Timotion, including one for roller skates and scooters - and they have a whole list of ambassadors, including the Himalayan climber Horia Colibășanu and the seven-time Olympic medalist Simona Amânar. Brașov has an obstacle race and a good hashtag, #eroudebrasov (#brasovhero). Oradea introduced at the Swimathon a relay competition, Bacău has a special award for the team with "the strongest visual identity", and in Mureș everybody "bikes for a good cause" - namely for projects promoting "urban cycling".

In 2019, it will have been ten years from the first swimathon in Romania - the flap of the wing that started this whole new movement. Tens of thousands of flaps followed. But the truth is there's no way a butterfly in Brazil can set off a cascade of atmospheric events that spurs the formation of a tornado in Texas, scientists say. The metaphor is used, though, to explain why chaotic systems like the weather can't be predicted more than few days in advance. Nobody knows every little factor affecting the atmosphere, so nobody can foresee exactly when, where and how a storm will form.

Likewise, nobody knows how the access to kindergarten will influence the lives of the 15 kids helped by a boy who made, when he was 5-years old, his first donation for a cause. There's no one to quantify, over the years, the impact of the tens of thousands of contributions to local causes - or how many lives they will have changed. We all have to settle for the tiny charts



Timotion
Photo: Fundația Comunitară
Timișoara

counting the volunteers, the amateur athletes, the causes, the donors and the money they raised. The rest is unpredictable, and maybe that's the whole beauty of the butterfly effect.



Innovation Labs mentoring sessions
Photo: Innovation Labs



Farmer, Lunca Someșului Mic Cooperative
Photo: Fundația Civitas



Fulbright-RAF Scholar Award Fellows
Photo: University of Rochester



Hiking in ecotourism destinations
Photo: Asociația Română de Ecoturism

POSTCARDS FROM RAF PROGRAMS

Greetings from all the amazing places our work takes us to!



Teachers training
Photo: Fundația Noi Orizonturi



Științescu Sibiu
Photo: Fundația Comunitară Sibiu



The Romanian Social Innovators Map
Photo: Ashoka Romania

RURAL ECONOMY

"The rural environment is the perfect place for developing projects. With the necessary resources, people of action can be identified and taken as project partners or local facilitators."

(Insight from our grantees)



Farmer from the Legume de Vidra Cooperative
Photo: Fundația pentru Dezvoltarea Societății Civile



FOOD HUB DEVELOPMENT

Following on the associative path, RAF and partners continue to develop and test various business models that aggregate small farmers and enable them to reach the market.

As of 2017 Food Hubs will be tested as another means for small farmers to gain access to new markets.

New regional centers (Food Hubs) to support small farmers commercialize their products were created in 2017 by:

- **Fundația Open Fields**, in the Vatra Dornei area
- **Fundația Centrul de Mediere și Securitate Comunitară**, in the Iași area
- **Fundația Civitas pentru Societatea Civilă, Filiala Cluj Napoca**, in the Cluj area
- **Fundația Civitas pentru Societatea Civilă, Filiala Odorheiu Secuiesc**, in the Odorheiu Secuiesc area
- **World Vision Romania**, in the Brașov area, distributing produce from Ialomița, Vâlcea, Dolj, and Vaslui counties

DURATION

January 2017 – July 2018

TOTAL BUDGET

\$754,378

RAF CONTRIBUTION

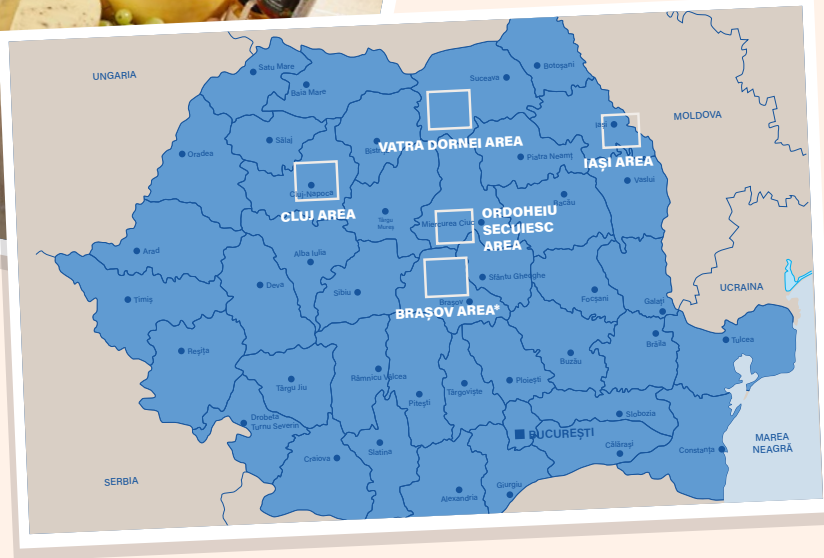
\$675,974

PARTNERS

- Fundația Civitas pentru Societatea Civilă, Filiala Cluj Napoca
- Fundația Civitas pentru Societatea Civilă, Filiala Odorheiu Secuiesc
- Fundația Open Fields
- Fundația Centrul de Mediere și Securitate Comunitară
- World Vision Romania

SMALL FARMERS

The Small Farmers strategy pilots possible solutions for rural economic development in agriculture.



COOP NET

The CoopNet program enables the replication of the associative models using EU funds.

“This program really helps small and medium sized farmers from the area of our Local Action Group by stimulating competitiveness and better integrating them in the food supply network. Moreover, the associative models developed within this network contribute to delivering better produce quality, while the innovative retail methods will attract new categories of consumers.”

– Local Action Group member

“With the help of community facilitators from the Civitas Foundation, more farmers from Apa commune in Satu Mare County found out of the advantages of association in agriculture. Some understood the benefits and initiated the process of creating an agricultural cooperative.”

– Local Action Group member

DURATION	PARTNER
January 2017 – December 2018	Fundația Civitas pentru Societatea Civilă, Filiala Cluj Napoca
TOTAL BUDGET	
\$111,144	
RAF CONTRIBUTION	
\$103,880	



RURAL DEVELOPMENT THROUGH ENTREPRENEURSHIP AND ASSOCIATION

The tested associative models mainly sought to demonstrate that together small and medium-sized farmers gain more traction in finding their way to market and developing a better local economy.

Rural Entrepreneurship 2012-2017, pilot cooperatives:

- Cooperativa Lunca Someșului Mic, registered in 2013 (Cluj County)
- Cooperativa Legume de Vidra, registered in 2013 (Ilfov County)
- Cooperativa Miere de Câmpie, registered in 2014 (Cluj County)

DURATION	PARTNERS
July 2012 – August 2017	Centrul pentru Educație Economică și Dezvoltare din România
TOTAL BUDGET	
\$1,268,299	Centrul Român pentru Politici Europene
RAF CONTRIBUTION	
\$1,127,906	Fundația Civitas pentru Societatea Civilă, Filiala Cluj Napoca
	Fundația Centrul de Mediere și Securitate Comunitară
	Fundația PACT

SMALL FARMERS

The Small Farmers strategy pilots possible solutions for rural economic development in agriculture.



AGRICULTURAL HIGH SCHOOLS PROGRAM

Agricultural high schools are becoming an effective route for the professionalization of future small and medium farmers.

“Two years of program gave new learning experiences to our students. And it changed the mentality of both students and teachers, showing us that an agricultural school can be an opportunity for the future. We learned together to open the road for a career in agriculture for our students.”

– Simona Păcurar, teacher, Alexandru Borza Agricultural High School, Ciumbrud

DURATION

December 2014 – February 2019

TOTAL BUDGET

\$1,144,031

RAF CONTRIBUTION

\$1,045,531

PARTNERS

Centrul pentru Educație Economică și Dezvoltare din România

Centrul Român pentru Politici Europene
Fundația Civitas pentru Societatea Civilă,
Filiala Cluj Napoca

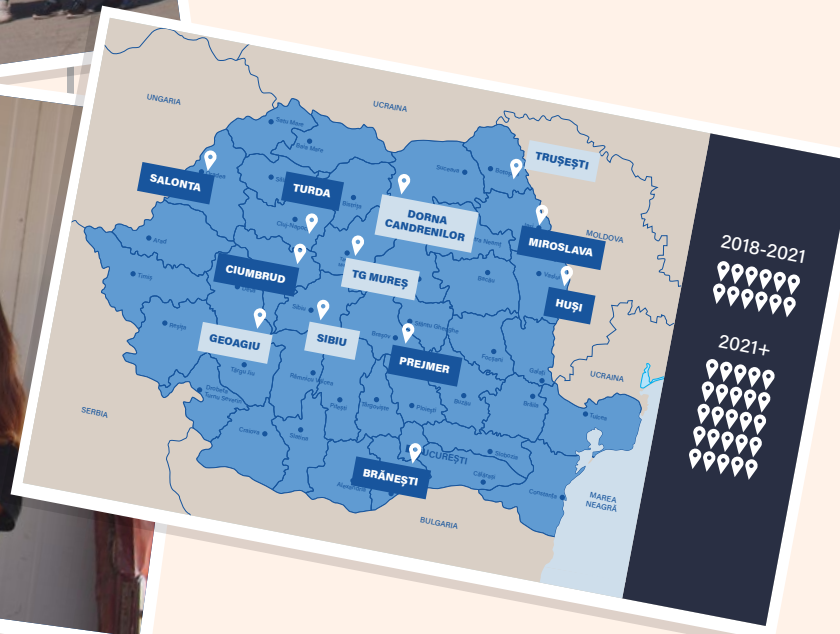
Junior Achievement Romania

World Vision Romania



SMALL FARMERS

The Small Farmers strategy pilots possible solutions for rural economic development in agriculture.



DEVELOPMENT OF ECOTOURISM DESTINATIONS

The program supports the creation of a national network of ecotourism destinations in Romania.

”2017 was the year when, due to a more strategic and systemic approach the seven ecotourism destinations gained a significantly increased visibility, which represents a proper basis for further development.”

– Laszlo Potozky, Fundația pentru Parteneriat

”RAF and the Partnership Foundation intervened at a key moment in the development process of ecotourism destinations in Romania. Although the process is long and often difficult, we are confident we’re on the right path and ecotourism already acts as one of the major pillars of Romanian tourism.”

– Andrei Blumer, Asociația de Ecoturism din România

DURATION

July 2014 – June 2019

TOTAL BUDGET

\$2,458,486

RAF CONTRIBUTION

\$1,406,034

PARTNERS

Fundația pentru Parteneriat
Asociația de Ecoturism din România
Asociația Expert Forum
Fundația Friends for Friends

EDUCATION FOR ECOTOURISM

Youth from ecotourism destinations get the skills and know-how that enables them to contribute to the development of their communities.

“The Green Impact projects help build responsible youths for tomorrow’s society, by getting them actively involved in addressing their community’s problems. The first lesson they learn at the club is to open their eyes: first to discover the treasures that surround us, and then they learn how to make the most of them, by using them in a responsible way.”

– Teacher, Green Impact Club Leader

DURATION

September 2016 – February 2019

TOTAL BUDGET

\$420,898

RAF CONTRIBUTION

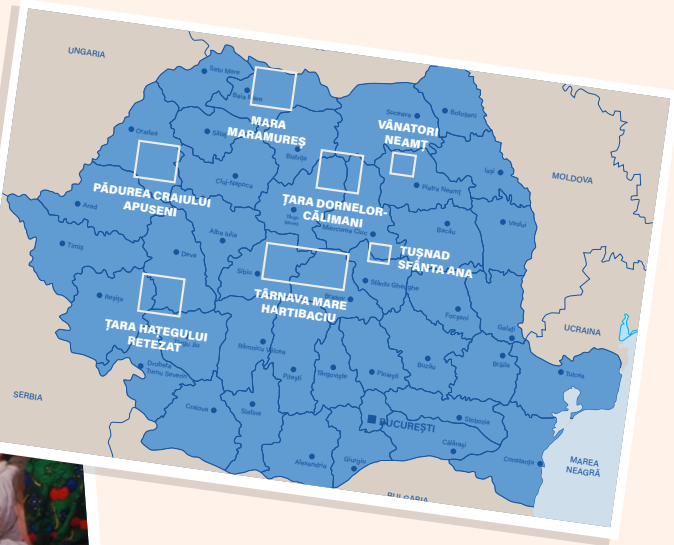
\$299,000

PARTNERS

British Council
Fundația Noi Orizonturi

ECOTOURISM

The Local Development through Ecotourism strategy seeks to capitalize on the natural and cultural potential of rural areas next to a natural park through responsible and economically viable means.



Green
is the New Black

Photo: Asociația de Ecoturism din România

TEACH FOR ROMANIA

Teach for Romania recruits and trains top graduates in Romanian universities to teach in disadvantaged schools.

“The partnership with RAF is and has been special for Teach for Romania. Apart from the support for sustainability and the opportunity for organizational development, RAF is the dialogue partner on the long-term strategy, on the growth and scalability mechanisms.”

– Corina Puiu, Co-founder and CEO, Teach for Romania

DURATION	RAF CONTRIBUTION
April 2014 – July 2018	\$580,000
TOTAL BUDGET	PARTNER
\$1,902,940	Teach for Romania



READING TO LEARN

Teachers learn how to improve the literacy skills of their students.

“For me, literacy is the element that gives meaning to the current student-centered policies in education. This program gave a new sense to our current activities, with literacy methodology applicable in the classroom. Even though the beginning was difficult, once we had the new methods in place, the students’ interest and enthusiasm grew, together with their overall results. Now my fellow teachers have a more open attitude towards students, and the school managerial team is really supportive.”

– Teacher, Săveni Middle School

DURATION	RAF CONTRIBUTION
December 2012 – November 2018	\$446,147
TOTAL BUDGET	PARTNER
\$484,748	Asociația Română de Literație



RURAL EDUCATION

The programs under the Rural Education strategy seek to develop educational opportunities for rural youth.





TECHNOLOGY & INNOVATION

"We need to work together to scale our impact in our educational programs. We need coordination and integration of our efforts. We need to compile and substantiate our research, to integrate the information and to make it accessible."

(Insight from our grantees)

Științescu Sibiu
Photo: Fundația Comunitară Sibiu

FULBRIGHT-RAF SCHOLAR AWARD

Romanian professors from technical universities gain U.S. university-based experience in developing and sustaining entrepreneurship education.

“Having a group that wants to go back and change... They want to change culture in the classroom, culture on the campus, in the region, they want to change culture in the whole country. This is fascinating. And I’d love to see those kind of changes.”

– Mark W. Wilson, Lecturer, Entrepreneurship, University of Rochester

DURATION

April 2016 – August 2019

TOTAL BUDGET

\$1,067,130

RAF CONTRIBUTION

\$1,033,200

PARTNERS

U.S.-Romania Fulbright Commission
Council on International Educational Exchange



Fulbright-RAF Scholar Award Fellows at the University of Rochester

INNOVATION LABS

The program sets up a bridge between the academic world and the innovation and technology businesses.

“Innovation Labs nudges young tech students and graduates to design, develop and validate the nuts and bolts of evolving digital infrastructures. This challenge brings value and business relevance to university engineering education. From each edition to the other, it has created a longer-term horizon for the collaboration between tech universities and companies with a vision of digital innovation, and a strong community of alumni, mentors and stakeholders.”

– Daniel Rosner, Program Manager, Asociația Tech Lounge

DURATION

December 2014 – November 2018

TOTAL BUDGET

\$965,017

RAF CONTRIBUTION

\$546,107

PARTNER

Asociația Tech Lounge



Bucharest Hackathon
Photo: Innovation Labs

ENTREPRENEURSHIP IN HIGHER EDUCATION

RAF works together with Romanian technical universities to provide students with opportunities to enhance their technical and soft skills for the purpose of developing their entrepreneurial potential, understanding market mechanisms and thinking innovatively.

ENTREPRENEURIAL UNIVERSITY

Universities assess their entrepreneurial capacity.

“The entrepreneurial education should become one of Romania’s development pillars. Considering the successful examples, both from Europe and beyond, I think we cannot afford, looking at demographics and migration, to consider that all graduates of universities or vocational schools should be employed by others. They must also be able to become employers themselves. Such a project is important at all levels of education and I hope we will have significant elements of entrepreneurship education in the curriculum and also in the pedagogical approach.”

– Ligia Deca, Head of Education and Research Department in the Presidential Administration

“...More and more higher education institutions (HEIs) in Romania are supporting entrepreneurship and innovation by introducing new education activities for students and staff, special support services for start-ups, and through dedicated partnerships with key local development stakeholders. It is great that so many HEIs have started to use the HEInnovate guiding framework for this, and I look forward to meet more and more HEIs in Romania, and around the world, as active members in the HEInnovate community.”

– Andrea-Rosalinde Hofer, OECD

DURATION	RAF CONTRIBUTION
April 2016 – May 2018	\$246,100
TOTAL BUDGET	PARTNER
\$416,163	Junior Achievement Romania

ENTREPRENEURSHIP IN HIGHER EDUCATION

RAF works together with Romanian technical universities to provide students with opportunities to enhance their technical and soft skills for the purpose of developing their entrepreneurial potential, understanding market mechanisms and thinking innovatively.



From knowledge to Innovation



PHYSICS CURRICULUM REFORM (FIZICA ALTFEL)

Physics teachers enrich their pedagogies with inquiry-based methods.

”A good teacher involves you in the lesson, and does not expect you to only memorize it. If you get involved, you understand instantly.”

”A good teacher allows you to discover things by yourself, instead of copying the formulas on the blackboard and asking you to learn them by heart. When we conduct experiments, I feel like a small Sherlock Holmes, I feel very good.”

“A good teacher is a teacher who explains things to you, doesn’t tell you off and asks the right questions to make you understand; a good teacher allows you to make mistakes and helps you learn from them.”

“A good teacher is challenging you to find solutions and guides you to think logically.”

– Middle school students, I.L. Caragiale National College, Moreni

DURATION

June 2011 – April 2019

TOTAL BUDGET

\$1,022,704

RAF CONTRIBUTION

\$919,243

PARTNERS

Current partner:
Centrul de Evaluare și Analize
Educaționale

Former partners:
Centrul Educația 2000+
Societatea Academică din România
Societatea Română de Fizică



STEM EDUCATION

RAF developed secondary education programs aimed at promoting teaching methods that stimulate both the students’ interest in science as well as their critical thinking and creativity.



TEACHING THE FUTURE (PREDAU VIITOR)

Computer Science teachers discover how to improve their teaching and learn about the needs of the industry.

“Before being part of this program I felt that something was missing in our system, but I couldn’t tell exactly what, I couldn’t articulate coherently what felt wrong. After years of teaching, the change came and I feel that my work can make a difference.”

– **Antonia Haller, ICT teacher, Mircea cel Bătrân National College Râmnicu Vâlcea**

DURATION

August 2016 – November 2018

RAF CONTRIBUTION

\$140,000

TOTAL BUDGET

\$161,150

PARTNER

Asociația TechSoup România

CODE KIDS

The program opens coding clubs in rural libraries.

“Before CodeKids I didn’t know how to research on the Internet as well as I do now, after eight months of being part of the club.”

“At school, I can now understand IT and Math better.”

“I don’t have computer science classes at school, so at the club I learned how to work on a computer.”

– **Students, CodeKids Clubs**

DURATION

January – December 2017

RAF CONTRIBUTION

\$72,000

TOTAL BUDGET

\$96,500

PARTNER

Fundația Progress

STEM EDUCATION

RAF developed secondary education programs aimed at promoting teaching methods that stimulate both the students’ interest in science as well as their critical thinking and creativity.



Children learn coding in public libraries
Photo: Fundația Progress



Computer Science Teaching 2.0

Computer Science teachers connect with the IT industry
Photo: Asociația Tech Soup



Rural libraries become binary

FIRST TECH CHALLENGE

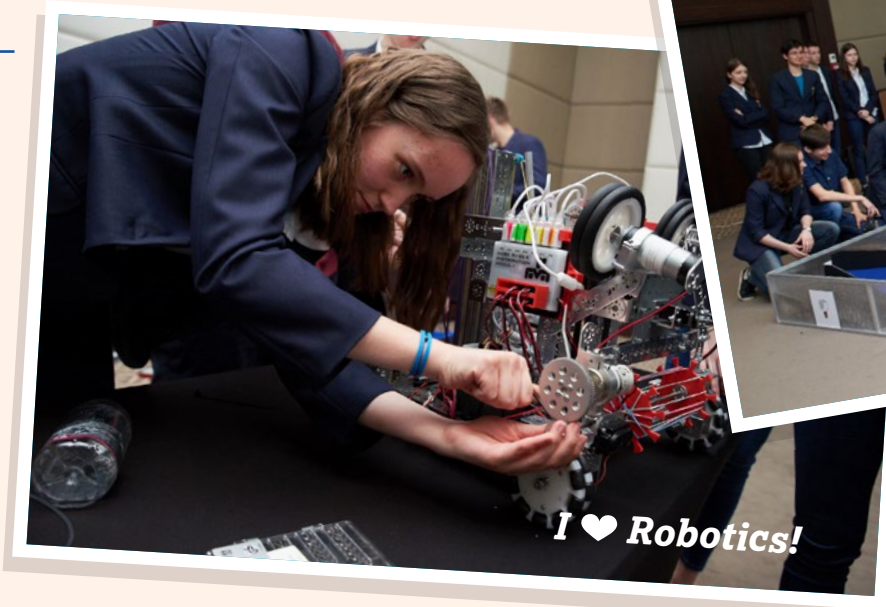
The program helps the localization of the FTC international robotics competition in Romania.

“I was unacquainted to Java programming. At the end of the competition, I noticed my skills improved not only in this language, but in programming in general.”

“Our robot often had a glitch right before the matches. This taught us to come up with solutions to solve the problems under pressure and very quickly.”

– Students participating in the First Tech Challenge

DURATION	RAF CONTRIBUTION
March 2017 – December 2018	\$170,000
TOTAL BUDGET	PARTNER
\$753,124	Asociația Nație prin Educație



STEM EDUCATION

RAF developed secondary education programs aimed at promoting teaching methods that stimulate both the students' interest in science as well as their critical thinking and creativity.





PHILANTHROPY & CIVIC ENGAGEMENT

"There is a growing confidence in the members of the community, and an evolution in their understanding of their role."

(Insight from our grantees)

Bucharest Swimathon organizers and volunteers
Photo: Fundația Comunitară București

ȘTIINȚESCU FUND

Community Foundations in fourteen Romanian cities manage a local fund for STEM education to encourage innovative ideas that can make sciences more attractive for secondary education students.

“Above all, Științescu is about passion and enthusiasm. Beyond numbers, funding and implementation mechanisms there is this the program that brings together pupils, teachers, and parents to share a common passion and the enthusiasm of passing it on to others around a serious subject.

Științescu is contagious, once it gets to you, it makes you come back with another project, another idea, as a beneficiary or as a juror. For so many years it stands as proof that science is not a mystery but rather a journey, bumpy at times, but also colorful, reflexive, and always revealing its beauty and practicality in everyday life. The abstract is deconstructed with each experiment, the formula gains practical significance, the circuit is palpable, and the primary sense of science becomes accessible.

Behind this program there is a network of committed grant makers. With their heads and their hearts, they keep every edition going, they grow each year, they stay close to each beneficiary, they help shape the projects and tell each story. Fourteen communities in the country carry the Științescu virus, and dozens of projects have known their guidance. Through its support program for community foundations, FFCR has brought together this network of grant managers and lays the foundation for a community of practice. Every encounter at the national level is rife with diversity, productivity and once again the enthusiasm that this program brings about.

Științescu is a state of being, and his formula is magical!”

– Luiza Zamora, Științescu Coordinator, Federația Fundațiile Comunitare din Romania

“All that surrounds us is a chemical or physical formula; any action can be turned into a simple calculus with variables based on choices that we make.

Științescu projects brought about certain changes in children’s attitude and behavior: an increased level of involvement in practical activities, especially among primary school students, increased confidence and stronger desire to make their opinions known.”

– Brașov Științescu Fund beneficiaries

DURATION

2014 - 2021

TOTAL BUDGET

\$924,551

RAF CONTRIBUTION

\$512,399

PARTNERS

Federația Fundațiile Comunitare din România

Fundația Comunitară Bacău

Fundația Comunitară Brașov

Fundația Comunitară București

Fundația Comunitară Cluj

Fundația Comunitară Dâmbovița

Fundația Comunitară Galați

Fundația Comunitară Iași

Fundația Comunitară Mureș

Fundația Comunitară din Odorheiu Secuiesc

Fundația Comunitară Oradea

Fundația Comunitară Prahova

Fundația Comunitară Sibiu

Fundația Comunitară Timișoara

Fundația Comunitară Țara Făgărașului

PHILANTHROPY

The programs under the Philanthropy Strategy support the community foundations and local civic organizations movement, facilitate individual donations through an accessible online platform and boost philanthropy to the benefit of local communities.



DEVELOPMENT OF COMMUNITY FOUNDATIONS IN ROMANIA

Community Foundations undergo a strategic thinking process in view of becoming reliable and sustainable local grant-making organizations that address the community needs.

“We felt the need for a new exercise of vision, to provoke us to grow our organization and prepare it for the next level of development. The strategic thinking process was of great use to us, because it gave us the opportunity to connect ourselves more to our community and to our stakeholders, we started to change the angle from which we measure our success, from the number of grants and their value to changes that we produce through them and, last but not least, we came to understand that we need to expect two-three years of changes within the organization, to prepare ourselves with this new way of looking at the work we are doing.”

– Iași Community Foundation

DURATION	RAF CONTRIBUTION
January 2010 – July 2012	\$360,000
January 2015 – November 2018	
March 2017 - October 2018	
TOTAL BUDGET	PARTNER
\$1,329,500	Asociația pentru Relații Comunitare



RAF MATCHING FUND FOR COMMUNITY FOUNDATIONS

Matching the funds received by Community Foundations from individual donors to stimulate philanthropy.

“Matching funds enable us to adapt the approach and development of the Foundation to the community dynamics – this aspect alone is invaluable as it increases both the sustainability of the Foundation (through increased trust and resources) and its impact in community.”

– Țara Făgărașului Community Foundation

DURATION	Fundația Comunitară Cluj
2014-2017	Fundația Comunitară Dâmbovița
TOTAL BUDGET	Fundația Comunitară Galați
\$443,076	Fundația Comunitară Iași
RAF CONTRIBUTION	Fundația Comunitară Mureș
\$443,076	Fundația Comunitară din Odorheiu Secuiesc
PARTNERS	Fundația Comunitară Oradea
Asociația pentru Relații Comunitare (pro bono partner)	Fundația Comunitară Prahova
Fundația Comunitară Bacău	Fundația Comunitară Sibiu
Fundația Comunitară Brașov	Fundația Comunitară Timișoara
Fundația Comunitară București	Fundația Comunitară Țara Făgărașului

PHILANTHROPY

The programs under the Philanthropy Strategy support the community foundations and local civic organizations movement, facilitate individual donations through an accessible online platform and boost philanthropy to the benefit of local communities.



CIVIC INNOVATION FUND

The Civic Innovation Fund (CIF) is an opportunity for small organizations with big ideas to take a step forward towards a new stage of development by helping them implement these ideas for the benefit of the community they serve.

”CIF is a different type of funding program, one that gives you a chance, trust and support. Through CIF, we have come to exist in the true sense of the word, to be recognized for our results, and to understand that we have been given the chance to grow, with the obligation to prove we deserve further support.”

– CIF grantee

DURATION

April 2015 – April 2020

TOTAL BUDGET

\$1,198,418

RAF CONTRIBUTION

\$750,700

PARTNER

Fundația pentru Dezvoltarea
Societății Civile



ASHOKA INNOVATORS FOR THE PUBLIC

Ashoka identifies and supports entrepreneurial individuals with innovative solutions for society’s systemic problems.

Ashoka Innovators for the Public was launched in Romania in May 2017. Their first achievement, the Social Innovators Map shows a widespread, well-connected network of 932 diverse social innovators and their supporters from all over the country. Starting from 47 key people in social innovation, Ashoka and their collaborators conducted 202 interviews to identify “who innovates today in Romania to solve social and environmental problems.” With FAS Research’ scientific support the collected data was analyzed and turned in a visual map. The map is an innovative tool that started national and international conversations among changemakers.

DURATION

September 2016 – August 2018

TOTAL BUDGET

\$561,374

RAF CONTRIBUTION

\$376,374

PARTNER

Ashoka



PHILANTHROPY

The programs under the Philanthropy Strategy support the community foundations and local civic organizations movement, facilitate individual donations through an accessible online platform and boost philanthropy to the benefit of local communities.



TEACHING MEDIA LITERACY

Teachers help their students appreciate and respect the role of media in a democratic society, distinguish information from propaganda, deconstruct media communication and interact with social media.

“I learned about ways to identify fake news in online posts; about mechanisms to spot media manipulation and how it’s done; new things about online safety and the legitimacy of online posts with regards to hate speech and hate instigation; instruments and channels to support these aspects in class.”

“I was surprised by the variety of approaches in transferring media content to the classical curriculum for the subjects covered by the program. And I was delighted to realize that the subject I teach goes hand in hand with the media literacy aspects I was already teaching without necessarily being aware of it.”

“At some point I panicked, but then it felt like a veil has been lifted from my mind and I started to feel more and more inspired.”

– Teachers’ feedback from summer school on media literacy

DURATION	RAF CONTRIBUTION
January 2017 – December 2018	\$229,370
TOTAL BUDGET	PARTNER
\$263,448	Centrul pentru Jurnalism Independent

CIVIC EDUCATION

The programs under the Civic Education Strategy support non-formal civic education programs and explore methods to be used by schools in order to build better civic competences for children.



Teachers at the Media Literacy Summer Camp.
Photo: Centrul pentru Jurnalism Independent



GETTING CIVICALLY FIT

Improving students' effectiveness of learning about democratic institutions.

"The Constitution is a country's fundamental law, and everyone should understand it. We realized that the Constitution as such is not an easy text to read. We selected some excerpts of the Constitution that – in our opinion – were very relevant, especially for young people, and we tried to explain them by using examples of how the constitutional text would apply in everyday life."

– Asociația Funky Citizens

DURATION

November 2016 - December 2017

RAF CONTRIBUTION

\$45,000

TOTAL BUDGET

\$50,000

PARTNER

Asociația Funky Citizens

PROJECT CITIZEN

Project Citizen is teaching students about active citizenship in interaction with public authorities.

"In our discussions with teachers I discovered that we do address the needs of teachers of Civics, and there are many teachers eager to join the program, both teachers that used the Project Citizen method in the past but also others who heard about the program for the first time. We have what to work for in the next years."

– Călin Rus, President, Institutul Intercultural Timișoara

DURATION

December 2015 – July 2018

TOTAL BUDGET

\$132,250

RAF CONTRIBUTION

\$118,000

PARTNER

Institutul Intercultural Timișoara

CIVIC EDUCATION

The programs under the Civic Education Strategy support non-formal civic education programs and explore methods to be used by schools in order to build better civic competences for children.



DEBATE PROGRAM IN SCHOOLS

Expanding the use of debate as an educational tool.

“As NGO leaders, we are often trapped in day-to-day organizational operations. On a personal level, I realize I am rather untrained in the exercise of reflection. Apart from the valuable financing we are receiving, the conversations I had with RAF helped me in at least two important ways. First, they asked questions that made me extract myself from a grounded present and move to a helicopter view, to the important questions such as where to lead the organization. Second, RAF helped me realize the progress we’re making, which is not easily visible when you’re ‘in the process’, and made me understand the value of celebrating the achievements.”

– Emanuel Beteringhe, President, ARDOR

DURATION

April 2014 – March 2018

TOTAL BUDGET

\$386,268

RAF CONTRIBUTION

\$219,800

PARTNER

Asociația Română de Dezbateri,
Oratorie și Retorică

ONE WORLD ROMANIA AT SCHOOL

Documentary films are used to increase awareness about human rights.

“Sometimes, during the screenings, I look around and see eyes full of tears or people trembling. Films, documentary films especially, and the stories about the world we live in have a great power to change people. They are not just entertainment, but a way of becoming educated, of bringing awareness into the world.”

– Student, Bucharest

DURATION

May 2015 – December 2017

TOTAL BUDGET

\$171,054

RAF CONTRIBUTION

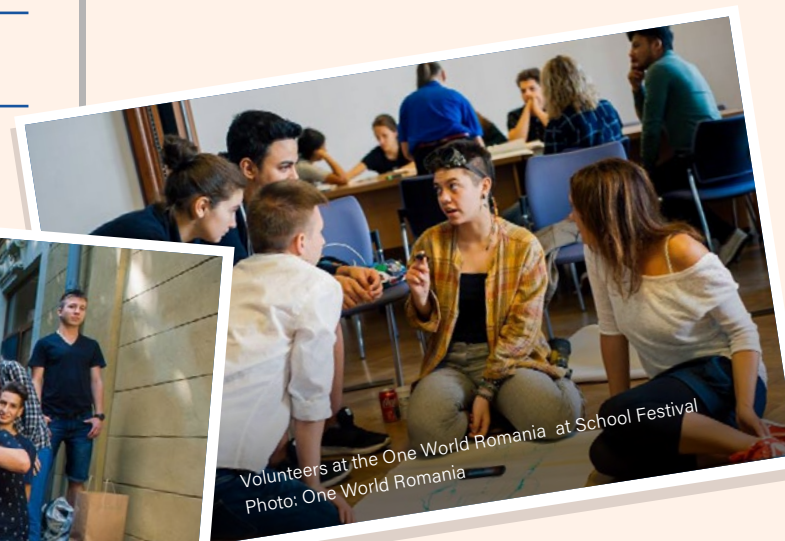
\$103,234

PARTNER

Asociația One World Romania

CIVIC EDUCATION

The programs under the Civic Education Strategy support non-formal civic education programs and explore methods to be used by schools in order to build better civic competences for children.



MARKETING AND COMMUNICATION POLYCLINIC

RAF partner NGOs improve their communication capacities and their performance in the public relations field.

“In 2017, we attended the Marketing and Communication Polyclinic. It was intense, useful, with big A-has, with connecting dots and, were we to find a metaphor, it was the shoulder that bugged wagons that were already on tracks, but which wereheld on the spot by inertia or insufficient knowledge of the switchman to adjust the direction. Such programs are greatly needed in the NGO sector; they give us a breath of fresh air (both literally and figuratively speaking) and a community of support that we would not have been able to access on our own. Looking forward to the next edition!”

– Alexandra Toderiță, Centrul Român pentru Politici Europene

DURATION	RAF CONTRIBUTION
2015-2018	\$156,346 (\$100,000 in 2017)
TOTAL BUDGET	PARTNER
\$156,346	Fundația Friends for Friends

CAPACITY DEVELOPMENT FOR NGOS

The Capacity Development for NGOs Strategy seeks to strengthen the non-profit sector, which RAF sees as a key element in the development of a democratic society in Romania.



TRANSATLANTIC LEADERSHIP INITIATIVES

Romanian leaders participate in the Marshall Memorial Fellowship program, organized by GMF in the U.S. and Europe.

“The Marshall Memorial Fellowship is a space of learning and awe, of inspiration and of connection. For me, this was the first time I traveled to the United States and the first immersion into the American society. The 24 days spent traveling throughout the US and learning about media, diversity, inclusion, justice, transatlantic trends, and, most importantly for me, healthcare, were the most amazing learning experiences I ever had. I’m also very excited about the discussions I had and connections I made during my individual appointments – I was able to discuss about truly practical cooperation issues and I’m confident I’ll soon meet again some of my American peers in Romania.”

– MMF Fellow

DURATION

2015–2019

TOTAL BUDGET

\$75,000

RAF CONTRIBUTION

\$75,000
(\$25,000 in 2017)

PARTNER

German Marshall Fund

LEADERSHIP

RAF invests in Leadership because we believe that any idea or change, however brilliant, has little chance of being translated into reality without a passionate leader and a community to support it.



PROGRAM-RELATED INVESTMENTS (PRIs)

PRIs are business-like financial instruments, relatively new to philanthropy. RAF developed the PRI mechanism in order to complement the other mechanisms used by the organization to achieve programmatic results. RAF also uses PRIs to expand its impact. The capital used in PRI is repaid, meaning that the invested funds are recycled into new charitable endeavors.

BORROWER	PURPOSE	APPROVED (\$)	DISBURSED (\$)	OUTSTANDING (\$)
PRI to a bank for student loans	Guarantee and Cash Collateral	77,000	77,000	77,000
Teach for Romania	Bridge Loan for EU-Funded Project	110,000	60,000	60,000
CIVITAS	Headquarters acquisition	105,600	105,600	61,599
FDSC	Bridge loan	400,000	400,000	400,000
TOTAL PRI		692,600	642,600	598,599



ACTIVE GRANTS IN 2017

CDEV - community development
EDU - education
ENT - entrepreneurship
TECH - technology

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	ENT	Ashoka – Innovators for the Public	Ashoka - Romania Program	376,374	206,374
	ENT	Asociația Expert Forum	Steps to Institutionalizing Ecotourism in Romania	29,033	12,033
	EDU	Asociația Funky Citizens	Getting Civically Fit	45,000	14,000
	EDU	Asociația Media DOR	How We Learn: An In-depth Series Charting Modern Romanian Education	25,000	500
	EDU	Asociația Nație prin Educație	First Tech Challenge Romania	170,000	165,000
	EDU	Asociația One World Romania	One World Romania Awareness Campaign	3,000	3,000
	EDU	Asociația One World Romania	One World Romania at School	103,234	53,054
	CDEV	Asociația pentru Relații Comunitare	Development of Community Foundations in Romania	80,000	79,000
	CDEV	Asociația pentru Relații Comunitare	Development of Community Foundations in Romania	130,000	29,840
	EDU	Asociația Română de Dezbateri, Oratorie și Retorică	ARDOR Corporate Debate Courses	3,000	3,000
	EDU	Asociația Română de Dezbateri, Oratorie și Retorică	Debate Program in Schools	200,000	111,909
	EDU	Asociația Română de Literație	Reading to Learn	139,541	44,541
	EDU	Asociația Română de Literație	Reading to Learn: Teaching Literacy	52,000	40,000

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	TECH	Asociația Ropot	Innoteque Conference	14,986	500
	EDU	Asociația Teach for Romania	Teach for Romania	71,732	732
	EDU	Asociația Teach for Romania	Teach for Romania - Sustainable Growth	130,000	110,000
	TECH	Asociația Tech Lounge	Expansion of Innovation Labs	515,127	193,127
	EDU	Asociația TechSoup România	Accelerate Your Computer Science Teaching - Second Year	140,000	75,000
	EDU	British Council	English for Ecotourism Development - Needs Assessment	9,000	1,000
	EDU	British Council	English for Ecotourism Development	170,000	140,000
	EDU	Centrul de Evaluare și Analize Educaționale	Institutional Consolidation of CEAE	50,000	29,500
	EDU	Centrul de Evaluare și Analize Educaționale	Science Education Reform: Improving Scientific Literacy	99,000	98,000
	EDU	Centrul de Evaluare și Analize Educaționale	Science Curriculum Reform	200,000	23,838
	ENT	Centrul de Mediere și Securitate Comunitară	Food Hub - Start-up Grant	120,000	78,000
	EDU	Centrul pentru Educație Economică și Dezvoltare din România	CEED Annual Report Reshaping	3,000	3,000
	EDU	Centrul pentru Educație Economică și Dezvoltare din România	Capacity Development for Agricultural High Schools	85,000	26,000



PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	EDU	Centrul pentru Jurnalism Independent	CJI Rebranding and Repositioning Campaign	3,000	3,000
	EDU	Centrul pentru Jurnalism Independent	Teaching Media Literacy	229,370	112,000
	ENT	Centrul Român pentru Inovație în Dezvoltarea Locală	RICAP - Consolidation Phase	193,840	-
	EDU	Centrul Român pentru Politici Europene	Research and Advocacy for Positioning Agricultural High Schools as Hubs	120,000	69,150
	ENT	Centrul Român pentru Politici Europene	A User friendly think-tank - CRPE is getting connected	3,000	3,000
	ENT	Centrul Român pentru Politici Europene	Monitoring of policy implementation and impact assesment	60,700	28,000
	ENT	Council on International Educational Exchange	Professor Development and Networking Program	877,000	251,348
	EDU	Federația Fundațiile Comunitare din România	Support for Științescu Fund	43,043	42,043
	CDEV	Fundația Centrul de Resurse Pentru Participare Publică	CeRe 2017 Public Participation Award Gala	4,927	4,927
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Odorheiu Secuiesc	Food Hub Development: Start-up Grant	97,904	56,200
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Cooperative Development - Stage 2	115,874	34,914
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Strategy and Organizational Development Process	8,900	900
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Food Hub Development: Planning Grant	90,020	90,020
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Support Network for COOP development (up to 5 partners, 30 months)	103,880	49,000

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Food Hub Development: Start-up Grant	132,050	64,000
	ENT	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Communication Campaign for Positioning the Civitas Foundation in Local and Regional CSR and Impact Entrepreneurship Eco-systems	3,000	3,000
	EDU	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	From Agricultural High School to Becoming a Farmer	99,000	-
	EDU	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	From High-School to farm - study tours for future farmers	132,000	65,870
	CDEV	Fundația Comunitară Alba	Individual Matching Fund	10,000	-
	EDU	Fundația Comunitară Bacău	Bacău Științescu Fund - First Edition	12,500	500
	EDU	Fundația Comunitară Bacău	Bacău Științescu Fund - Second Edition	21,000	15,000
	CDEV	Fundația Comunitară Bacău	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Bacău	Bacău Științescu Fund - Third Edition	4,000	3,500
	EDU	Fundația Comunitară Brașov	Brașov Științescu Fund - First Edition	21,320	20,820
	CDEV	Fundația Comunitară Brașov	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Brașov	Brașov Științescu Fund- Second Edition	4,000	3,500
	CDEV	Fundația Comunitară București	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară București	București Științescu Fund - First Edition	7,500	-

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	EDU	Fundația Comunitară Cluj	Incentive Fund for STEM Education in local communities	10,000	500
	CDEV	Fundația Comunitară Cluj	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Cluj	Cluj Științescu Fund - First Edition	7,500	-
	CDEV	Fundația Comunitară Dâmbovița	Individual Matching Fund	2,185	2,185
	EDU	Fundația Comunitară Dâmbovița	Dâmbovița Științescu Fund - First Edition	8,900	8,400
	EDU	Fundația Comunitară din Odorheiu Secuiesc	Odorheiu Secuiesc Științescu Fund - First Edition	16,674	16,174
	CDEV	Fundația Comunitară din Odorheiu Secuiesc	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară din Odorheiu Secuiesc	Odorheiu Secuiesc Științescu Fund - Second Edition	3,750	3,250
	CDEV	Fundația Comunitară Galați	Individual Matching Fund	5,000	5,000
	EDU	Fundația Comunitară Galați	Galați Științescu Fund - First Edition	9,500	9,000
	EDU	Fundația Comunitară Iași	Iași Științescu Fund - Second Edition	20,625	15,000
	CDEV	Fundația Comunitară Iași	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Iași	Iași Științescu Fund - Third Edition	3,750	3,250
	EDU	Fundația Comunitară Iași	Iași Științescu Fund - First Edition	22,500	500
	EDU	Fundația Comunitară Mureș	Mureș Științescu Fund - First Edition	9,000	500

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	EDU	Fundația Comunitară Mureș	Mureș Științescu Fund - Second Edition	15,750	15,250
	CDEV	Fundația Comunitară Mureș	Individual Matching Fund	10,000	10,000
	CDEV	Fundația Comunitară Mureș	Individual Matching Fund	10,000	-
	EDU	Fundația Comunitară Oradea	Oradea Științescu Fund - First Edition	26,055	14,055
	CDEV	Fundația Comunitară Oradea	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Oradea	Oradea Științescu Fund - Second Edition	6,000	5,500
	EDU	Fundația Comunitară Prahova	Prahova Științescu Fund - First Edition	22,000	11,500
	CDEV	Fundația Comunitară Prahova	Individual Matching Fund	7,694	7,694
	EDU	Fundația Comunitară Prahova	Prahova Științescu Fund - Second Edition	4,500	4,000
	EDU	Fundația Comunitară Sibiu	Sibiu Științescu Fund - First Edition	8,000	500
	EDU	Fundația Comunitară Sibiu	Sibiu Științescu Fund - Second Edition	21,000	15,000
	CDEV	Fundația Comunitară Sibiu	Individual Matching Fund	10,000	10,000
	EDU	Fundația Comunitară Sibiu	Sibiu Științescu Fund - Third Edition	4,000	3,500
	EDU	Fundația Comunitară Țara Făgărașului	Țara Făgărașului Științescu Fund - First Edition	41,625	31,250
	CDEV	Fundația Comunitară Țara Făgărașului	Individual Matching Fund	10,000	10,000



PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	CDEV	Fundația Comunitară Timișoara	Individual Matching Fund	3,945	3,945
	EDU	Fundația Comunitară Timișoara	Timișoara Științescu Fund - First Edition	12,500	12,000
	ENT	Fundația Friends for Friends	Marketing & Communication Polyclinic (2)	54,000	500
	CDEV	Fundația Friends for Friends	Marketing & Communication Polyclinic	101,510	100,000
	EDU	Fundația Noi Orizonturi	IMPACT - A Sustainable Development Model	449,440	13,500
	EDU	Fundația Noi Orizonturi	Aligning Communication with the New Strategy	3,000	3,000
	EDU	Fundația Noi Orizonturi	Green IMPACT	120,000	47,000
	ENT	Fundația OPENFIELDS	Food Hub - Start-up	116,000	64,000
	CDEV	Fundația pentru Dezvoltarea Societății Civile	Civic Innovation Fund - Closer to the Grassroots	750,700	252,150
	CDEV	Fundația pentru Dezvoltarea Societății Civile	Strategy Review FDSC	41,000	20,000
	ENT	Fundația pentru Parteneriat	Development of Ecotourism Destinations	1,100,000	183,666
	ENT	Fundația pentru Parteneriat	Capacity Building for Ecotourism Destinations	200,000	195,000
	EDU	Fundația Progress	Coding for Kids at the Library	72,000	71,000
	EDU	Fundația Progress	Creating a Code Kids Brand for Coding Activities	3,000	3,000
	CDEV	German Marshall Fund	Transatlantic Leadership Initiatives	75,000	25,000

PRIORITY	AREA	PROGRAM MANAGER	PROGRAM NAME	AGREEMENT AMOUNT (\$)	DISBURSED FY 2017 (\$)
	EDU	Institutul Intercultural Timișoara	Project Citizen: The Way Forward	18,000	500
	EDU	Institutul Intercultural Timișoara	Project Citizen	100,000	77,000
	EDU	Institutul Intercultural Timișoara	In a Relationship with Our Teachers	3,000	3,000
	EDU	Junior Achievement România	Agricultural High-School Program - AgriBusiness in School	259,831	107,600
	TECH	Junior Achievement România	The Entrepreneurial University	246,100	156,457
	ENT	Romanian-U.S. Fulbright Commission	Fulbright-RAF Scholar Award	156,200	78,100
	EDU	Societatea de Științe Matematice din România	Romanian Mathematics Curriculum: Reflections and Future Directions	106,809	-
	EDU	Societatea de Științe Matematice din România	STEM Curriculum Reform: Learning from US Experience	6,304	279
	EDU	World Vision Romania	Agricultural High Schools: Drivers for Youths' Access to Rural Development Opportunities	200,000	117,500
	ENT	World Vision Romania	Food Hub Start-up	120,000	80,000
	EDU	World Vision Romania	"Proud to be a Farmer!" Communication Campaign	3,000	3,000
	EDU	World Vision Romania	Agricultural High Schools - Hubs for the Development of Small and Medium Farms	103,000	-

TOTAL AGREED AMOUNT: \$10,172,202
TOTAL DISBURSED AMOUNT IN 2017: \$4,350,845



The background of the page features a collage of financial data visualizations. In the upper right, there are several line graphs with multiple colored lines (blue, green, red, pink) plotted against a grid. Below these, a bar chart with blue and pink bars is visible. At the bottom right, a portion of a document with numerical data is shown, including the values 12.48, 14.04, and 5.85. The page is framed by dark blue geometric shapes on the left and bottom-left corners.

CONSOLIDATED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED DECEMBER 31, 2017

The Romanian-American Foundation is audited by Deloitte Audit SRL, a member of Deloitte Touche Tohmatsu.

For the full audit report, including notes, please visit <http://www.rafonline.org/en/who-we-are/annual-reports/>

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

Consolidated statements of financial position as of December 31, 2017

Consolidated statements of activities for the year ended December 31, 2017

Consolidated statements of cash flows for the year ended December 31, 2017

ASSETS	DECEMBER 31, 2017 (\$)	DECEMBER 31, 2016 (\$)
Marketable Investments, at fair value (Notes 3 and 8):		
Mutual Funds – Equity	63,394,229	55,620,292
Mutual Funds – Fixed Income	26,669,124	26,617,845
Mutual Funds – Other	14,620,911	10,741,512
Non-marketable investments, at fair value (Note 8)	1,306,129	12,558,988
Cash and cash equivalents (Note 3)	41,771,166	12,050,142
Cash restricted in bank deposits as collateral for student loans guarantee (Note 3)	77,000	77,000
Program related investments, committed (Note 3 and Note 9)	571,599	197,999
Prepaid expenses and other assets	1,178	6,733
Fixed Assets, net (Note 11)	3,353,358	3,435,729
TOTAL ASSETS	151,764,694	121,306,240
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	117,412	108,534
Program related investments, payable (Note 3 and note 9)	50,000	50,000
Grants payable (Note 3 and Note 9)	1,959,621	2,799,646
TOTAL LIABILITIES	2,127,034	2,958,180
NET ASSETS (NOTE 5)		
NET ASSETS WITHOUT DONOR RESTRICTIONS		
Board Designated Endowment Fund (Note 6)	144,498,681	113,835,704
Fixed Assets, Net (Note 11)	3,353,358	3,435,729
Undesignated (Note 5)	1,785,621	1,076,627
TOTAL NET ASSETS WITHOUT DONOR RESTRICTIONS	149,637,660	118,348,060
TOTAL LIABILITIES AND NET ASSETS	151,764,694	121,306,240

CONSOLIDATED STATEMENTS OF ACTIVITIES

Consolidated statements of financial position as of December 31, 2017

Consolidated statements of activities for the year ended December 31, 2017

Consolidated statements of cash flows for the year ended December 31, 2017

CHANGES IN NET ASSETS	YEAR ENDED DECEMBER 31, 2017 (\$)	YEAR ENDED DECEMBER 31, 2017 (\$)	YEAR ENDED DECEMBER 31, 2017 (\$)
	Without Donor Restrictions	With Donor Restrictions	Total
INCOME			
Realized gain on sale of non-marketable investments (Note 8)	21,768,652	-	21,768,652
Interest and dividend income, net (Note 8)	2,254,572	-	2,254,572
TOTAL INCOME	24,023,224	-	24,023,224
EXPENSES			
Employee compensation and benefits	605,240	-	605,240
Occupancy expenses	131,745	-	131,745
Professional services	217,617	-	217,617
Trustees' expenses	121,719	-	121,719
Administrative and other	153,910	-	153,910
Depreciation and amortization	82,371	-	82,371
TOTAL OPERATING EXPENSES (NOTE 10)	1,312,602	-	1,312,602
GRANTS AWARDED TO OTHER ORGANIZATIONS (NOTE 9)	3,496,254		3,496,254
INCOME IN EXCESS OF GRANTS AWARDED AND OPERATING EXPENSES	19,214,368		19,214,368
Net realized gain on marketable investments (Note 8)	936,516	-	936,516
Net unrealized gain on marketable investments (Note 8)	9,222,893	-	9,222,893
Net currency remeasurement (losses)/gains (Note 3 and Note 8)	1,915,822	-	1,915,822
INCREASE IN NET ASSETS	31,289,599	-	31,289,599
NET ASSETS, BEGINNING OF YEAR	118,348,061	-	118,348,061
NET ASSETS, END OF THE YEAR	149,637,660	-	149,637,660

CONSOLIDATED STATEMENTS OF ACTIVITIES

Consolidated statements of financial position as of December 31, 2017

Consolidated statements of activities for the year ended December 31, 2017

Consolidated statements of cash flows for the year ended December 31, 2017

CHANGES IN NET ASSETS	YEAR ENDED DECEMBER 31, 2016 (\$)	YEAR ENDED DECEMBER 31, 2016 (\$)	YEAR ENDED DECEMBER 31, 2016 (\$)
	Without Donor Restrictions	With Donor Restrictions	Total
INCOME			
Interest and dividend income, net (Note 8)	2,132,231	-	2,132,231
SUPPORT AND CONTRIBUTION INCOME			
Charles Stewart Mott Foundation (Note 2)	-	64,200	64,200
Romanian-American Investment Foundation, former RAEF (Note 4 and Note 12)	1,006,352	-	1,006,352
TOTAL INCOME	3,138,583	64,200	3,202,783
EXPENSES			
Employee compensation and benefits	510,691	2,000	512,691
Occupancy expenses	126,352	-	126,352
Professional services	230,559	54,714	285,273
Trustees' expenses	96,399	-	96,399
Administrative and other	218,022	7,486	225,508
Depreciation and amortization	93,646	-	93,646
TOTAL OPERATING EXPENSES	1,275,669	64,200	1,339,869
GRANTS AWARDED TO OTHER ORGANIZATIONS (NOTE 9)	3,175,855	-	3,175,855
INCOME IN EXCESS OF GRANTS AWARDED AND OPERATING EXPENSES	(1,312,941)		(1,312,941)
Net realized gain on marketable investments (Note 8)	(1,405,533)	-	(1,405,533)
Net unrealized gain on marketable investments (Note 8)	4,293,651	-	4,293,651
Net currency remeasurement (losses)/gains (Note 3 and Note 8)	(284,809)	-	(284,809)
INCREASE IN NET ASSETS	1,290,368	-	1,290,368
NET ASSETS, BEGINNING OF YEAR	117,057,692	-	117,057,692
NET ASSETS, END OF THE YEAR	118,348,061	-	118,348,061



CONSOLIDATED STATEMENTS OF CASH FLOWS

Consolidated statements of financial position as of December 31, 2017

Consolidated statements of activities for the year ended December 31, 2017

Consolidated statements of cash flows for the year ended December 31, 2017

	YEAR ENDED DECEMBER 31, 2017 (\$)	YEAR ENDED DECEMBER 31, 2016 (\$)
CASH FLOWS FROM OPERATING ACTIVITIES		
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	31,289,599	1,290,368
ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS TO NET CASH USED BY OPERATING ACTIVITIES		
Net realized (gain)/loss on marketable investments	(936,516)	1,405,533
Net realized (gain)/loss on sales of non-marketable investments	(21,768,652)	-
Net unrealized (gain)/loss on marketable investments	(9,222,893)	(4,293,651)
Net unrealized FX (gain)/loss on non-marketable investments	(1,497,650)	337,478
Release of provisions for non-marketable investments	-	-
Depreciation and amortization	82,371	93,646
Decrease/(Increase) in cash collateral guarantees	-	-
Decrease/(Increase) in program related investments, assets	(373,600)	402,001
Increase /(Decrease) in program related investments, payables	-	(200,000)
Increase/(Decrease) in grants payable	(840,025)	554,736
Decrease/(Increase) in prepaid expenses	5,555	(1,610)
Increase/(Decrease) in accounts payable and accrued expenses	8,879	24,826
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(3,252,932)	(386,673)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of marketable investments	24,598,237	27,871,820
Proceeds from sales of non-marketable investments	34,519,160	13,449,317
Cost of marketable investments purchased	(26,143,441)	(40,146,467)
Cost of non-marketable investments purchased	-	-
Cost of fixed assets	-	-
Net cash provided by investing activities	32,973,956	1,174,670
Net increase in cash and cash equivalents	29,721,024	787,997
Cash and cash equivalents, beginning of year	12,050,142	11,262,145
Cash and cash equivalents, end of year	41,771,166	12,050,142



PEOPLE

"We need to shift from ego-systems to eco-systems, in order to achieve power equalization and a constructive participatory conduct. Beyond the Funder-grantee logic, we are all partners."

(insight from our grantees)

OUR PARTNERS

Ashoka

Asociația de Ecoturism din România

Asociația Expert Forum

Asociația Funky Citizens

Asociația Media DOR

Asociația Nație prin Educație

Asociația One World Romania

Asociația pentru Relații Comunitare

Asociația Română de Dezbateri, Oratorie și Retorică

Asociația Română de Literație

Asociația Teach for Romania

Asociația Tech Lounge

Asociația TechSoup România

British Council

Centrul de Evaluare și Analize Educaționale

Centrul de Mediere și Securitate Comunitară

Centrul pentru Educație Economică și Dezvoltare din România

Centrul pentru Jurnalism Independent

Centrul Român pentru Politici Europene

Council on International Educational Exchange

Federația Fundațiile Comunitare din România

Fundația Centrul de Resurse Pentru Participare Publică

Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca

Fundația Civitas pentru Societatea Civilă - Filiala Odorheiu Secuiesc

Fundația Comunitară Alba

Fundația Comunitară Bacău

Fundația Comunitară Brașov

Fundația Comunitară București

Fundația Comunitară Cluj

Fundația Comunitară Dâmbovița

Fundația Comunitară din Odorheiu Secuiesc

Fundația Comunitară Galați

Fundația Comunitară Iași

Fundația Comunitară Mureș

Fundația Comunitară Oradea

Fundația Comunitară Prahova

Fundația Comunitară Sibiu

Fundația Comunitară Țara Făgărașului

Fundația Comunitară Timișoara

Fundația Friends for Friends

Fundația Noi Orizonturi

Fundația OpenFields

Fundația pentru Dezvoltarea Societății Civile

Fundația pentru Parteneriat

Fundația Progress

German Marshall Fund

Institutul Intercultural Timișoara

Junior Achievement România

Romanian-U.S. Fulbright Commission

World Vision Romania



We would like to extend our sincere gratitude to the trustees whose mandate ended in 2017.

We are deeply grateful to Anne Busquet and Bill Beekman, who rotated out of the Board after serving since RAF was created. Thank you for volunteering to share your experience, passion, insight, and resources throughout the years!

A special thank you to Michael Rubinger, who brought his extensive community development experience to the table.

And a warm welcome aboard to the new trustees – Paige Alexander, Kristina Perkin Davison, and Bogdan Vernescu!

OUR TEAM

Board of Trustees

Paige Alexander
(from December 2017)

William B. Beekman
(until October 2017)

Anne Busquet
(until October 2017)

Mike Geiger

Phillip Henderson
Chair of the Board of Trustees

Adrian-Eugen Ionescu

Mills Kelly

Kristina Perkin Davison
(since June 2017)

Carmen Retegan

Michael Rubinger
(until December 2017)

Ida F.S. Schmertz

Ionuț Simion

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Romeo Vasilache
Senior Director, Entrepreneurship and PRIs

Roxana Vitan
President

THANK YOU

We would like to acknowledge our partners, who help bring our vision to reality, and all the volunteers and peers who inspire us to strive for the better every day!

A heartfelt thank you to the people who, as friends or expert advisors, took the time to help improve our work in 2017:

Raluca Andreica	Magda Manea
Sorin Axinte	Mădălina Marcu
Stephanie Boscaino	Ana Mihalache
Ștefan Ionut Buciuc	Nicoara Moise
Vera Dakova	Dan Nechita
Laura David	Viorel Panaite
Ligia Deca	Cristian Patachia
Maria Doiciu	Vlad Posea
Ciprian Fartușnic	Andreea Roșca
H.E. Hans Klemm	Vlad Tăușance

A special thank you Cristina Filip, Ana Andreiana, Rebecca Marina, and the PeliFilip team for their support in structuring the Reserve Fund Challenge for the Community Foundations.

"Don't underestimate the empathy of those who share your values. This also applies to the busy people coming from a for profit environment".
(Insight from our grantees)

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