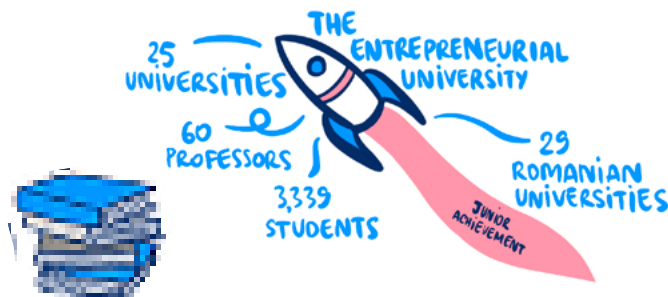


11
YEARS of



WEATHERING THE STORM

ROMANIAN-AMERICAN FOUNDATION
2020 ANNUAL REPORT



Considering the general situation, it's amazing the amount of work that's been done and the results.



PAIGE ALEXANDER

It's amazing to see how high RAF scores in a time of real challenges...



PHILLIP HENDERSON

MANY PROGRAMS COULDN'T BE MOVED ONLINE AND ARE MORE VULNERABLE

WE SHOULD TRY TO BUILD THESE PROGRAMS ONE ON TOP OF EACH OTHER

NGOs lost many sources of funding this year. Many companies already used their budgets for this year



TECHNOLOGY & INNOVATION

WE SHOULD BE CONNECTING THE UNIVERSITIES

HOW CAN WE SCALE UP THE PROGRAMS?

We must update these books...



100 TEACHERS

2500 STUDENTS

I have a better overview here, on the field.

ECOTOURISM HAS BOOMED THIS SUMMER

CIVIC ENGAGEMENT
SUPPORTING PEOPLE TO TAKE ACTION

CIVIC EDUCATION

MOVING ONLINE

DIVERSIFY INCOMES

SUPPORTING THE INFRASTRUCTURE HAS PROVED HIGHLY BENEFICIAL



It's a lot about learning by doing. While preserving the wins of the past.

400 IT TEACHERS TRAINED
11,000 STUDENTS REACHED/YEAR

I need real, practical examples.

SALES GREW +300% SINCE MARCH 2020

We are fully booked!

We came for ecotourism!



FOOD HUBS

5 NGOs

COOP NET
16 COOPERATIVES

DESTINATIONS
WWW.ECO-ROMANIA.RO

RURAL ECONOMY



It's your time, now! And there's a lot of transitioning going on...



8 MONTHS IN THE COVID-19 ERA

Life is short. Have fun.

I've been around for 10 years and it was less a love of Romania and more about giving my support.

I've set the table for those who come next. I've always helped at making transitions.

We came from deciding about purchasing a tomato truck, to a \$1mil. investment in agricultural schools



MIKE GEIGER



MILLS KELLY



Dear Partner,

Each October we celebrate RAF's anniversary surrounded by our partners, supporters, colleagues, and like-minded friends. Our annual reunion in Bucharest is only one of the many events cancelled due to the Coronavirus pandemic.

The enclosed masks are done by *Atelierul de Pânză (The Canvas Workshop)*, a social enterprise initiated by *ViitorPlus-asociația pentru dezvoltare durabilă*. The project was part of the Social Enterprises program implemented by NESsT, one of the first programs in RAF's portfolio.

In addition to the environmental protection component, the Canvas Workshop also has a social mission, offering jobs to people with disabilities or social problems, among whom the incidence of unemployment is 90%. In the meantime, please send us your best picture wearing a mask (individually or as a team) to help us document these interesting times.

We hope to meet you all soon and wish you strength to overcome the challenges this period presents.

Stay safe!

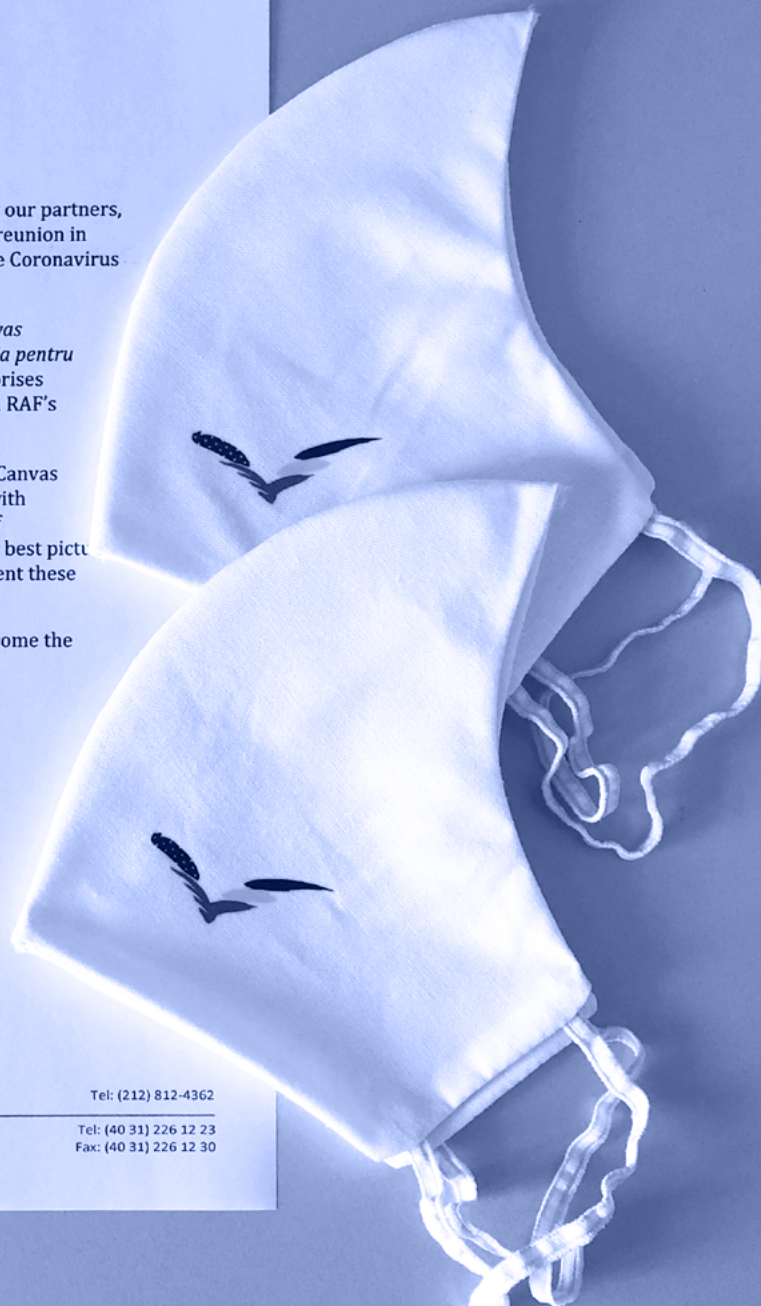
Roxana and the RAF Team

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Dear friends,

We are writing in retrospect about a year we will certainly remember. 2020 was the year in which, while life as we knew it transformed from one day to the next, RAF underwent the largest set of organizational changes in its recent history. After eight years, Phillip Henderson passed the torch of Chair of the Board to Paige Alexander. At the same time, two other trustees who had chaired for years the two core committees of the foundation, Mills Kelly (Strategy & Programs) and Mike Geiger (Finance & Investment) rotated off the Board. They have all been important architects of the institutional building of RAF, and it is with profound gratitude that we will build on their legacy. We welcomed two new board members, Joyce Kline and Garry Hattem, and we look forward to including their voices in our future endeavors.

These changes all took place in genuine 2020 style, through a series of online meetings. This year's cover is a graphic translation of our October Board of Trustees annual meeting. With a talented helping hand from Paul Dumitru, we tried to take a snapshot of this moment in RAF's life, highlighting the programs and the

organizational changes as we discussed them. Afterwards, instead of the traditional get-together for the RAF anniversary, we just sent letters of support to all our partners.

This picture is detailed in the annual report you are about to read, with stories and testimonials about our grantees' response to this unprecedented crisis. We felt proud to see our partners doing what they do best: think beyond their own organizations, working to serve their communities and keeping in mind the greater good.

We hope you will find these accounts of how we, alongside our partners, navigated a troubled year inspiring. We are looking forward to getting back to business-as-usual and to seeing you all again in person, hopefully this October, if we are lucky and vaccinated.



Paige Alexander
Chair of RAF's Board of Trustees



Roxana Vitan
President



RAF STRATEGY

Mission

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.

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.



Our Vision



We believe in a more engaged, entrepreneurial, and prosperous society in Romania, in which people think innovatively and act responsibly.

In the long run, we seek to see changes in three major domains, which we identified as our strategic priorities: rural economy, which could become a vibrant contributor to Romania; technology and innovation, as they become more and more part of our daily life; and

philanthropy and civic engagement, as citizens and communities actively engaged in shaping their future are essential in a democracy.

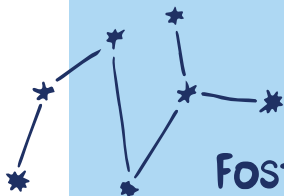
Education is a cross-cutting component of our work. To ensure the sustainability of our investments, we complement our interventions with education programs, which contribute to the formation of a new generation of citizens and professionals.

Leading priorities

Moving towards a vibrant rural economy



Boosting economic growth opportunities through technological innovation



Fostering civic engagement



Impact



More small farmers graduate from semi-subsistence farming to become economically viable:

- Small farmers have better access to markets, know-how and financial services*.
- More young people have the interest and the necessary skills and know-how to become small farmers.

There are greater local economic benefits from eco-tourism spending:

- Local businesses have a good inflow of tourists and offer them relevant services.
- Young people from eco-touristic destinations have the interest, skills and knowledge to contribute to the development of eco-tourism.

The new generation has the skills and knowledge to contribute to the quickly changing innovation economy:

- University students have the interest and access to attend adequate university programs that build the skills and knowledge needed for innovation economy.
- High school students, including girls and students from rural areas, have the interest to follow higher education in technical or scientific fields and have the necessary academic knowledge and skills.

Philanthropy and civic engagement are values in the Romanian society, with strong roots in solidarity and trust:

- Individuals and companies donate, volunteer and pool their resources to solve community/society problems.
- Young people become active citizens and value democracy.

Outcome

- The business infrastructure (e.g. coops, food hubs, etc.) for small farmers increases their market capacities.
- The extension service mechanism provides appropriate access to know-how for small farmers.
- Public policies are appropriate and supportive for small farmers.
- Agricultural high schools across the country are an attractive option for students and provide relevant and effective training in collaboration with local farmers.
- The Ecotourism Destination (ED) delivers the expected tourism services while preserving the natural assets.
- The ED management is functional and financially sustainable.
- The national network of ED is functional.
- Schools and other community actors from ED provide opportunities for children to discover the value of local assets, to develop foreign language skills and an entrepreneurial mindset, etc.

- Universities have a revised curriculum which includes entrepreneurship, cutting-edge topics* and interdisciplinarity;
- Professors have updated knowledge* and skills;
- There is an active community of fellows, mentors and industry advisors around the university;
- Teachers of scientific and technological subjects teach effectively and engagingly;
- Communities provide sustainable and attractive extra-curricular opportunities for children to learn science and technology.

- There are viable/strong support mechanisms/organizations that bridge societal issues with existing resources (money, expertise etc.) to the benefit of the public good.
- Schools and other community actors provide effective and sustainable opportunities for young people to learn active citizenship and democratic values.

* only indirect influence from RAF programs



HISTORY

Founded in 2009, the Romanian-American Foundation is a successor to the Romanian-American Enterprise Fund (RAEF). The Fund was created in 1994 under the umbrella of the Support for Eastern European Democracy (SEED) Act, by the United States Congress and funded through the U.S. Agency for International Development (USAID). RAEF laid the foundation for a mechanism of public-private partnerships designed to establish enterprise funds to assist the former communist countries in Central and Eastern Europe transition to a free market economy and democratic society.

RAEF pioneered a combination of investment and development activities that proved very successful in the Romanian marketplace. At the end of its mandate, RAEF returned half of the initial grant (\$25 million) to the U.S. State Department, the remaining half and all the profits generated constituting the endowment for an in-perpetuity foundation.

RAF's current endowment has reached \$157 million.



RAF event, October 2019



2016

2014



2011



RAF launch event, March 2010

Timeline

2020

RAF endowment reaches almost 157 million dollars.

2018

RAEF investments fully divested.

2009-2018

RAF invests over 21 million dollars in programs affecting change in Romania.

2009

Creation of the Romanian-American Foundation (RAF).

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.

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.

1989

Support for Eastern European Democracy (SEED) Act.



REFLECTIONS ON RAF YEARS



By Phillip Henderson

Phillip Henderson was Chair of RAF's Board of Trustees from 2012 until October 2020. He is the CEO of the Hong Kong based H. N. Ho Family Foundation, a grant-making organization that supports the spread of Buddhist value and appreciation of Chinese arts and culture globally. He was President of the Surdna Foundation, where he reshaped its programs based on its mission to foster just and sustainable communities in the United States. Previously, Mr. Henderson was Vice President of the German Marshall Fund of the United States (GMF), overseeing the day-to-day operations of the organization and providing strategic guidance to staff and programs. He has been a member of RAF's Board of Trustees since the Foundation was created in 2009.

When the Romanian-American Foundation board of directors convened for the first time more than 12 years ago, the task was clear: build an institution of consequence that would stand the test of time. Simple to say, but hard to do. There were strong disagreements in those early years about what it meant to build a great foundation. Slowly, though, we came to see that at the core of great philanthropy are great people and great ideas. What we needed to do was build a thoughtful, creative team—both on the board and staff—a team that was bursting with ideas who in turn would seek out great people and ideas where we could invest the foundation's resources. As I prepare to leave the board this year, I can say that we seem to have succeeded.

I first came to Romania in September 1992. Romania was a profoundly different place back then. It was a country of gas shortages, thousands of cranes frozen over unfinished building projects, morning bread lines at the official shops, and just the barest beginnings of private enterprise.



Phillip Henderson speaking at RAF's 10th anniversary event, October 2019



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At a reception hosted by U.S. Ambassador
Hans Klemm, April 2017



With RAF team at Țara Făgărașului
Bikeathon, 2019

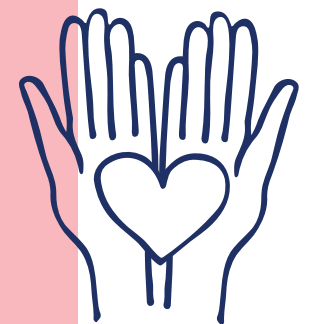
I lived in Timisoara and Bucharest for two years, and I saw the momentum of change building in the country. Step by painful step over these past 29 years Romania has transformed. I have been extraordinarily fortunate to have made dozens of trips all across Romania over the years, and so I have seen the changes, and the challenges, up close. The intense experience of being on the RAF board for these last 12 years has given me an even deeper appreciation of the country, and also of the power of great philanthropy to touch people's lives, help transform communities, and even, on occasion, change the national discourse.

When I think about all that RAF has accomplished over this first generation of its work, I keep returning to the people. We have been blessed by the extraordinary staff team that Roxana Vitan leads. Our board abounds with committed and

creative people. Without them, none of RAF's success would be possible. But, perhaps more importantly, I think of the people I have met in the many communities we serve. The young professors who are breaking the mold to build better and more impactful experiences for their students. The proprietors and experts at the raw and beautiful ecotourism destinations we visited. The community foundation leaders who volunteer their time to build institutions to aid their communities. The villagers proudly selling their wares through the network of food hubs. The amazing young coders and tech entrepreneurs who are creating innovative solutions to problems in their communities. The level of passion and creativity is overwhelming, and we at RAF are lucky to have the chance to support and learn from these exceptional people.



The power of great philanthropy to touch people's lives, help transform communities, and even, on occasion, change the national discourse.



Earlier in my career, I worked for an organization called the German Marshall Fund of the United States (GMF). This organization, like the Romanian-American Foundation, was the result of a gift from one country to another which embodied the commitment to the two countries' partnership. My experience at GMF was that this purpose profoundly shaped everything we did. My later experience at RAF has only reinforced how powerful these ideas can be. RAF truly is a gift from the American people to Romania. It is a concrete expression of what our two countries share. For those of us that serve on the RAF board, we do so with a sense of honor and pride to be carrying out this important mission. And we recognize that, while we have a great deal to be proud of at RAF, in the generations to come Romania and the Romanian-American partnership will likely face challenges and obstacles. There will be important work to do during those challenging times, but the purpose for RAF's existence will provide the needed clarity of vision and commitment to the long haul. Americans and Romanians have a strong bond, and RAF is committed to strengthening that bond and the shared values the underpin it.

RAF has built a solid foundation for its work, one that will benefit the institution for years to come. RAF has great partners, a solid reputation, and a proven record of developing programs and ideas that matter. This, we can only hope, will allow the foundation to be that "institution of consequence" that we all dreamed it could be when we started our work together 12 years ago.

It has been the honor of my life to serve the Romanian-American Foundation, and I look forward to watching the foundation do amazing things in the years to come.



With RAF President, Roxana Vitan
October 2018



Speaking at RAF event, October 2017



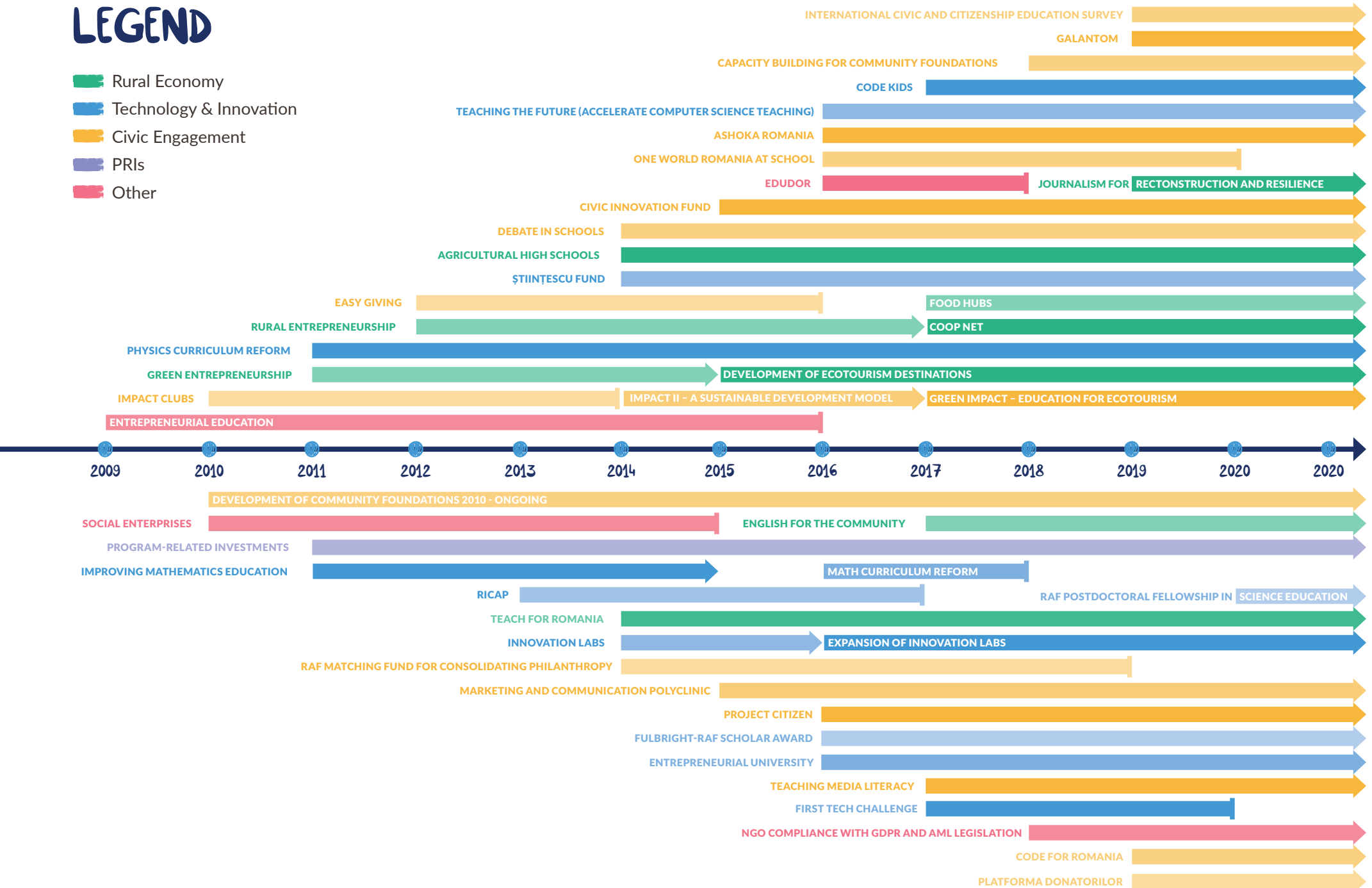


TIMELINE OF RAF PROGRAMS

Tara Dornelor Ecodeestination

LEGEND

- Rural Economy
- Technology & Innovation
- Civic Engagement
- PRIs
- Other



RAF INVESTMENTS

2009-2020

+ \$37.2 million

in RAF grants and Program-Related Investments

+ \$11.9 million

granted for rural economy programs

+ \$7.8 million

granted for technology & innovation programs

+ \$11.4 million

granted for philanthropy and civic engagement programs

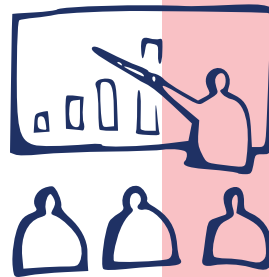


Photo: Nod Verde food hub

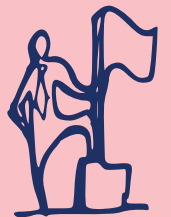
+ 340 grants

+ \$14.2 million

co-invested or attracted by our partners

+ \$2 million

in Program-Related Investments (PRIs)



Left: Innovation Labs Hackathon
Right: Sibiu Community Foundation

RAF INVESTMENTS

2020

+\$1.29 million

granted for rural economy programs

+\$1.02 million

granted for technology & innovation programs



Photo: Iasi Community Foundation

Photo: Mihai Moiceanu for Asociația de Ecoturism din România



Photo: Innovation Labs

+\$1.47 million

granted for philanthropy and civic engagement programs

+\$3.80 million

in new grants and Program-Related Investments



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OUR STORIES



How we all survived 2020 will be a story for the ages. For years to come we will remember how scared we were, worried about our own well-being and the safety of our loved ones, about our jobs, projects, businesses, and our future; how unsettling it was to live with uncertainty, in lockdown, looking at the world mostly out of our windows and computer screens; how painful to hear of the suffering and losses; how challenging to adapt to the new normal and keep things afloat; and how good it felt to see that even in our darkest hour we could still come together and fight against an invisible, fast-spreading and lethal enemy that in a matter of weeks changed life as we knew it.

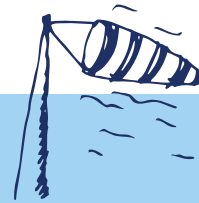
Here is a collection of stories we gathered from people we work with directly. We asked them to share with us their experiences during the pandemic, to bring to you real stories from our programs that illustrate how our partners handled a particularly unstable year.

Saint Ana Lake Triathlon



STEERING THROUGH A CERTAIN STORM

By Bogdan Ivănel



After over a decade spent in academia, directly observing and analyzing social phenomena in the field of human rights and humanitarian law, with a strong focus on challenged communities, **Bogdan** co-founded Code for Romania in early 2016. The aim was to put technology at work for social change in Romania. Code for Romania rapidly grew from an idea into a movement. It is now one of the largest and most influential civic tech organizations in the world with over 2000 volunteers of various specializations spread over eleven time zones and projects and methodologies with impact way further than Romania's borders. Code for Romania builds open-source software meant to help increase transparency, opening data, supporting education and access to public service. The organization aims to support all communities by developing civic applications in all fields where technology can bring a positive change for everyone.

STORM BORN

The fire at Colectiv, the tragedy that struck Romania in 2015, was harrowing, yet essentially predictable. This combination of disbelief and likelihood was in fact the reason it hit a nerve with so many. We were all acutely aware of Romania's lack of institutional capacity. We all knew or sensed its chronic vulnerability built over decades of lack of procedures, resources, expertise, and ethics. And that is why, when the tragedy hit, so many of us felt not only shocked, but responsible. What followed was an unprecedented wave of civic resurgence.

PATHOLOGY

Code for Romania was born out of that wave, channeling some of the shock and outcry into energy for change that gave birth to one of the largest and most productive civic technology organizations in the world. Hardcoded in our



Bogdan Ivănel



DNA from the beginning was an understanding of Romania's systemic vulnerabilities, a deep sense of urgency and an overwhelming feeling of responsibility to try and prevent the next disaster, or at least be prepared to manage it better.



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PREPARING FOR THE STORM

The next Colectiv came 5 years later in the form of a pandemic. It could not be prevented, not by us at least, but this time around Romania was in a better place to manage such a crisis, in no small part due to the CSOs born or reinvigorated after the Colectiv tragedy, Code for Romania included. For us, at Code for Romania, the pandemic was both the ultimate test and the type of event that we were built to handle. In more ways than one it was the event that we prepared for since our start.

First and foremost, we knew what to do. Up to 2020 we invested over 2 years in researching disaster management and relief and preparing our response for what seemed to be the most likely contender for the next disaster: the major earthquake that is still bound to hit Romania in the coming years. We knew very well what problems would occur and how they would manifest, and we had over 20 digital solutions prototyped and tested waiting to be developed and deployed as soon as needed. Above all, we knew that whenever a disaster of this magnitude strikes, technology will have to be part of the answer. We spent plenty of time on the ground with our colleagues at Codeando Mexico studying their community's response to the 2017 earthquake and with the Code for America hurricane-response teams. We knew what could go wrong and what needed to go well. We also knew full well how much disaster management and relief efforts in the 21st century rely on technology and the capacity of organizations like ours to deploy a strong and agile response. Most

importantly, we had a plan and we knew what to do and how to act when the time comes.

Secondly, we not only understood Romania's institutional framework well, but we were able to build good institutional relations with the relevant public institutions. Due to our research and work on disaster relief management, we came to know and cooperated closely with the Romanian Department for Emergency Situations (DSU). In fact, in February 2020 we had just launched and handed over to the DSU two critical platforms developed by us with the support of the World Bank. We also had very good working relations with both the Romanian Government and the newly founded Authority for the Digitalization of Romania (ADR). Most importantly, we have had a standing framework partnership with the Romanian Government since 2018, a partnership that gave us both the venue and the legal framework to offer immediate assistance to the Romanian Government.

Thirdly, Code for Romania had full capacity in the beginning of 2020 to offer the level of support needed in a crisis. 2019 saw Code for Romania transform in record time from an almost entirely volunteer based organization with a community of 800 members into an effective and stable organization with 10 full time employees and 1200 volunteers. This was largely due to the institutional support of the Romanian-American Foundation that granted us the seed funding and guidance needed to build and reach this capacity, well before any other funders saw the opportunity and understood the need for our work.





THE STORM

On the 28th of February 2020 Romania recorded its first Covid-19 case. On the 8th of March the Romanian Government took the first official measure in response to the pandemic banning outdoor events of over 1000 participants.

On the 10th of March we decided to cease any other activity and implement our disaster management and relief plan by creating the Code for Romania Covid-19 Taskforce with the purpose of assisting the government and civil society in their pandemic response. On the 11th of March we submitted our assistance proposal to the Romanian Government. We offered to make a technical assistance team available to the Government 24/7 and deliver

an ecosystem of 6 web applications that would ensure necessary access to official news bulletins and data, aid management, guidance for citizens in understanding the pandemic and finding necessary support, decongestion of public services through automation and combating fake news. All these solutions had already been prototyped by us in preparation for the next major earthquake.

We were received by the Government the next day (12th of March) and our offer of support was accepted. Only 5 days later, on the 17th of March, the first solution, StiriOficiale.ro was live. Two others followed in the same week and within a month the entire ecosystem was up and running. Solutions that would otherwise take many months to deliver were deployed within days and weeks, fully tested and debugged, thanks to Code for Romania's foresight and planning. Over 11 million people living in Romania have since then directly used the ecosystem built by us, which equates to over two thirds of the adult population. Besides delivering this ecosystem, Code for Romania has independently managed 5 of the 6 apps so as to not put any further pressure on public institutions. Most importantly, our team was fully emerged for over two months in directly assisting some of Romania's key institutions like the Government, the Ministry of Health and the DSU with technical know-how and support through the hardest period of the pandemic.

Looking back, Code for Romania filled a void that nobody else could. Romania had neither the digital infrastructure vital in dealing with a pandemic in



Solutions that would otherwise take many months to deliver were deployed within days and weeks, fully tested and debugged, thanks to Code for Romania's foresight and planning.

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place, nor the capacity to build it or the time to go through the lengthy public procurement process necessary for buying these solutions on the market. Only a self-managed and self-funded non-profit entity, agile and knowledgeable enough could deliver the solutions and assistance needed. Romania was uniquely lucky to have Code for Romania. Most other countries that shared Romania's vulnerabilities did not. It is hard to imagine what would have happened without Code for Romania's intervention, but it is good we did not need to find out.

STEERING THE SHIP

No matter how equipped you are, nothing can fully prepare an individual or an organization for a frontline intervention in an unprecedented crisis. My previous career as a humanitarian lawyer and researcher took me to countless war and conflict zones, from Somalia to Nagorno-Karabakh. I was accustomed to risk and danger, I knew full well what trauma is and understood the value of planning, communication, and a clear head in such a situation. Yet as a researcher, you have the luxury of sidelines. You are never on the frontline and you never have the responsibility of a community behind you.

It is hard to put into words the experience of steering a community of almost 2000 people through the storm of such a crisis while ensuring its productivity and resilience. Code for Romania was built as a horizontal, yet structured organization and that was essential to us being



No matter how equipped you are, nothing can fully prepare an individual or an organization for a frontline intervention in an unprecedented crisis.



Code for Romania volunteer

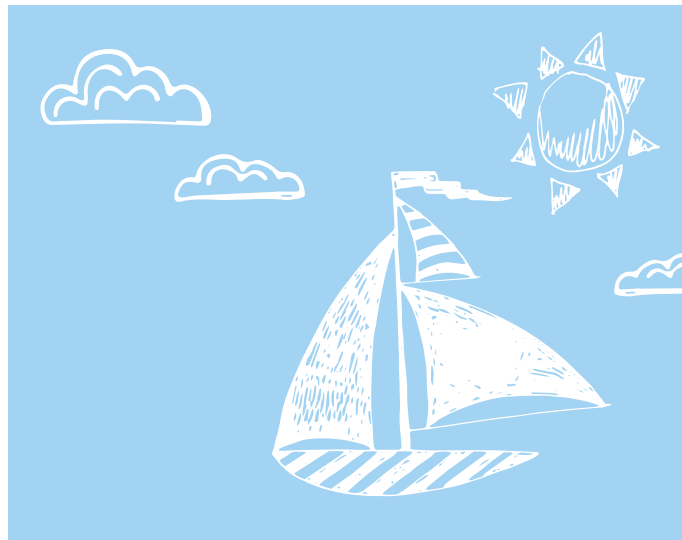
as functional as we were in 2020. Constant communication between me, the rest of the executive team and each and every one of the volunteers, as well as complete transparency and emotional support were key to ensuring the resilience of our team and community. This is how we managed to deliver without any instance of internal conflict and with limited burnout.

Much harder was to manage the noise of external factors. All of Romania's vulnerabilities were magnified in this crisis. We knew full well the extent of Romania's lack of institutional capacity, its overly bureaucratic DNA, its lack of functional flows, know-how and coordination and the narrow self-interest of many of those in public service. Adding to this, very few of those in positions of power were prepared to work under extremely stressful conditions. Nothing was new, but with lives at stake all these factors cut much deeper. The added stress of witnessing all these blockages first-hand from the frontlines, day after day, is hard to describe. Through it all, our strategy was to keep the eye on the target, to always be constructive and stay in the room where we were needed despite any external factors, until the end.

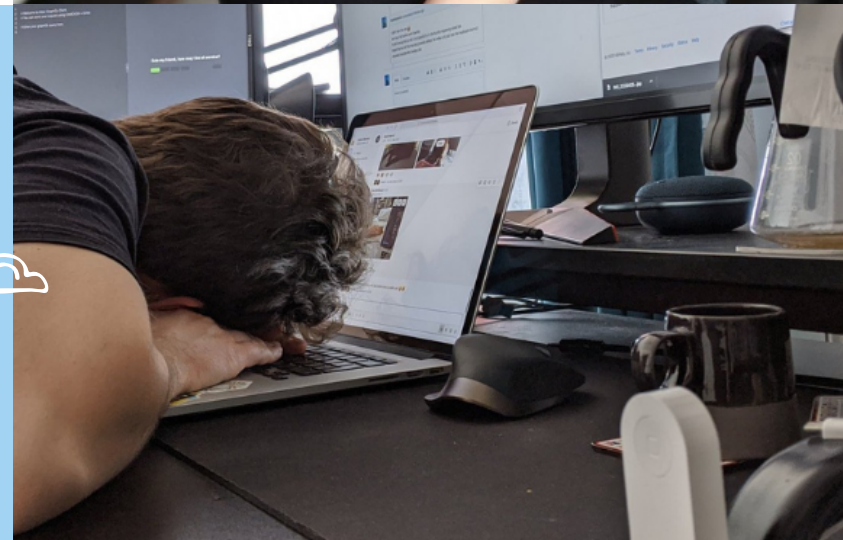
AFTER THE STORM

Covid-19 trained and tested Code for Romania's capacity to deliver under the hardest circumstances possible. Even though migrating back to work as usual was not easy, we came out of this experience with a much stronger community and added self-confidence. The

crisis has also exposed the stringent need for digitalization done right and for growing governmental capacity on the topic. In other words, the perceived need for Code for Romania has grown exponentially and so did the public pressure on us to accelerate our work and grow our footprint. The good news is that the public trust and recognition that Code for Romania has gained along the way has already started translating into more capacity and a larger impact. But the most important silver lining is that the crisis forced nonprofits and public institutions to cooperate at a scale they never did before in Romania's history. Both Government and CSOs are in the public service and have a shared responsibility to build on the newly found bridges. Romania does not have the luxury of wasting resources and opportunities. The next storm is always around the corner. We should be already preparing and building for it.



Code for Romania volunteers





FOOD HUBS:

THE CIRCLE OF GOOD EXPANDS

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.

Several years ago, RAF started to support five Romanian organizations to pilot and develop Food Hubs as a complementary model for rural development. Four Food Hubs – Nord Natural Hub (Vatra Dornei area), Roade și Merinde (Iași area), Nod Verde Hub (Cluj area) and Helyénvaló Helyit! (Odorheiu Secuiesc area) – are currently serving as a commercial bridge between small farmers and producers and a new generation of consumers. The economic shifts brought by COVID have validated their value proposition and have boosted their market value.

For the food hubs' customers, the lockdown measures of 2020 have acted as a short-circuit in the awareness-consideration-trial process, raising the number of orders up to five times and

Nod Verde food hub supplier
checking the crops

increasing loyalty regarding the shops. By the end of 2020, their turnover accounted for over 600.000 USD, almost double compared to 2019. This exponential growth relies on systemic changes of the consumption habits and interests, but also on the perseverance invested in marketing campaigns.

The medical crisis of 2020 has reset the consumer habits of Romanians reviving old and new defense mechanisms: stockpiling of essential supplies, a shift in the meals structure towards alternatives perceived as healthier or immune-boosting, a preference for farmers markets and other shorter supply chains to avoid crowded spaces. The imposed self-isolation has made the consumer more aware, or even proud, of the social and economic role of the (uber)local producers.

Based on a national study by IRES (May 2020), 32% of respondents declared that during the lockdown they cooked more at home, 24%

of men and 32% of women opted for a diet richer in fruits and vegetables. Furthermore, 23% of respondents turned to online shopping more frequently than usual. As expected, the younger age group (18-35) were leaders of these trends: 45% of them changed their habits toward cooking at home, 36% consumed more fruits and vegetables, while a remarkable 41% opted for online shopping alternatives.

On the other hand, the ongoing social distancing measures have accelerated the long-postponed mass digitalization of Romania. Established players in online banking, such as Banca Transilvania, have reported 150,000 new customers that made their first online purchase during March and April, and even the more conservative players such as CEC Bank, a provider of choice for the older generation, has reported “a five-year growth” in terms of digital enrolment for their online services, with 10,000 new accounts opened online in a matter of months.



Fresh produce at Roade și Merinde food hub



Nord Natural store



The ongoing social distancing measures have accelerated the long-postponed mass digitalization of Romania.



Unsurprisingly, this context was fruitful for the food hubs in terms of visibility, sales, and public affirmation of their social mission. All the food hubs took advantage of their position on the market creating special offers and additional services fitting the new consumer needs. Roade și Merinde and Nod Verde understood promptly their role as caterers of urban consumers much affected by the pandemic restrictions.

The food hubs market has expanded, as the overall market for online food shopping witnessed an exponential growth. Before the pandemic, based on data provided by Eurostat, only 1-2% of Romanians purchased food and groceries online. The percentage might be smaller, as most of the FMGC retailers do not separate their reports into food and non-food items (cleaning products, cosmetics and toiletries, other household supplies). A Kantar survey taking in consideration the value of the online purchases, estimates the share of online groceries in Romania at only 0.3% of the total sales volume, compared to 3.2% in Czech Republic or 2.3% in Austria. During the pandemic, Kaufland reported that one month of online sales in partnership with Glovo allowed the company to reach the estimates for an entire year. The managers of Bringo, a delivery solution owned by Carrefour, reported a volume of orders ten times bigger than the norm.

The pandemic also brought a better motivated and market connected competition for the food hubs. At a micro-local level we witnessed an increase of the visibility and popularity of new and old food delivery services and producers

such as: Pită de Sântimbru, PlatFerma, Legume la Producători, GrainTrip, Ferma Animalelor, Pachetul Verde, Desaga cu Legume, Răsfăț din Apuseni, Aromatic Farms, Ulei Șomcuta, Cutia Țăranului, Bucate din Proximitate, Bucate din Vecinătate, Prăvălia Mică, Caralact, Taraba Virtuală, Făcut în Sălaj and Coșul cu Legume. Existing initiatives, such as Mall Taranesc tried to grow their clients and providers database, while new projects such as DigiPiața, in Iași, or Cultivă Orașul, in Cluj, have tested the market with delivery services and pop-up agro-markets. They were not the only one to seize the opportunity, as the hard-hit HORECA sector was looking for pivoting ideas. Fast-food chains started to deliver cooked meals based on old-school recipes, while some restaurants opened pop-up shops for regional products.

The food hubs response to the new market dynamics has proved the needed maturity and resolution. Against all odds, Roade și Merinde and Nord Natural successfully opened and operated their brick-and-mortar shops, while Nod Verde and Helyénvaló expanded their delivery area to a national level in the summer of 2020. All four food hubs have consolidated their portfolio in order to keep their competitive advantage, summing up to this point an average of 1200 brands and producers. Each food hub started to build special offers and promotions based on their best-selling products: fruits and vegetable (Roade și Merinde), meat and dairy products (Nord Natural), fresh and bio products (Nod Verde) and local specialty foods (Helyénvaló).



The pandemic also brought a better motivated and market connected competition for the food hubs.



Tanti Vera, Nord Natural pastry maker





The Friends for Friends Foundation was able to support their growth through an online campaign promoting the food hub concept and values: The Circle of Good, but also through ongoing performance marketing campaigns focused on online sales. Ample national qualitative and quantitative research regarding the consumer profile of food hubs allowed us and them to craft quick response mechanisms to the market opportunities. Another important takeaway from 2020 was a better understanding of their suppliers' profile, limits, and potential, as the market development pushed to the limit the production capacity of local suppliers, but also the delivery capacity of the food hubs. We can safely say that each food hub started 2021 better prepared in terms of operational team, commercial partners, and marketing tactics. With proper support from each and every one of us – ideally a monthly online order – 2021 can be their much-deserved year.



Each food hub started 2021 better prepared in terms of operational team, commercial partners, and marketing tactics.

CREATIVE DISRUPTION AT THE HEART OF INNOVATION

By Paul-Andre Baran



Paul is the Consultant for the Technology and Innovation Priority of the Romanian-American Foundation, contributing to the strategic planning and coordination of programs in this field.



While COVID and the many challenges it presented caused multiple disruptions, creative disruption is at the heart of innovation and entrepreneurial mindset.

There is a special excitement that transpires at the beginning of each year, and the onset of 2020 coincided with the fourth-round selection of the Fulbright-RAF Scholars. The annual selection process brings together our partners from the University of Rochester, CIEE, and the Fulbright Commission, as well as professor alumni who together meet with and select the next round of Scholars. With news of a distant virus looming, no one foresaw how its appearance might affect the Technology and Innovation portfolio scheduled for the year. Before the coronavirus became a recurrent motif in our vocabulary, the selected group of four professor scholars were excited to plan for their Fall 2020 semester-long fellowship at the University of Rochester. Pretty soon countries closed their borders, and – alongside many other activities and plans – the Fulbright-RAF Scholar program was postponed.

Lockdowns followed, and the world seemed to have come to a halt. Having been placed on hold for the foreseeable future, conversations

emerged between RAF, Babson College, and former Fulbright-RAF professor alumni, who grouped together to create the Association for Entrepreneurial Education (AEE), to focus on the need for professors to better deliver entrepreneurial education within the new online format. Professors from around the world were facing similar challenges in keeping their students engaged through a totally new online format. Reflecting on that period, with Laura Lyons, Director of Exchange Foundations at CIEE, our partner organization in the U.S. responsible for the overall management of the Fulbright-RAF Scholar Award, noted that “while COVID and the many challenges it presented caused multiple disruptions, creative disruption is at the heart of innovation and entrepreneurial mindset. Fulbright-RAF alumni and AEE employed all resources—knowledge, cross-institutional relationships, and RAF-funded infrastructure—to expand opportunities for Romanian student entrepreneurs in an unforeseen, but entirely positive direction.”



Left: Romanian Conference on Entrepreneurship and Innovation (CRAI) 2020, like most events, took place online.

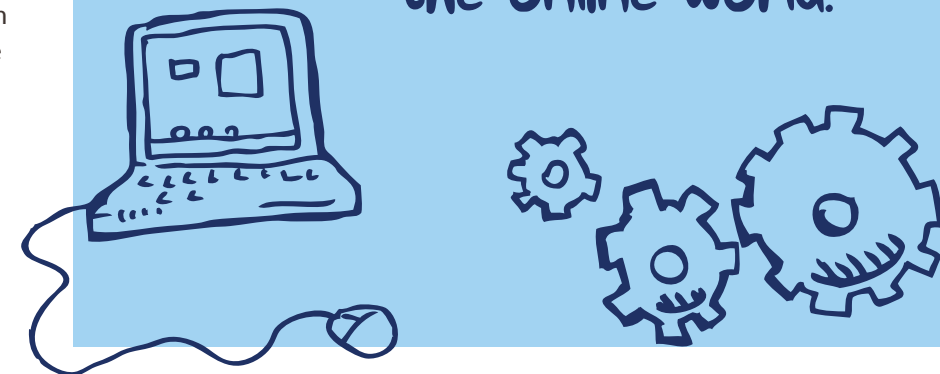


Those early discussions transpired into a virtual program for educators, *the Entrepreneurial Mindshift for Educators – An Online Approach to Help Your Students Think and Act More Entrepreneurially*. After a month, Nan Covert from Babson College was thrilled to tell us about the new online class and related that the course would be “ideal for faculty across disciplines who want to help their students learn how to develop an entrepreneurial mindset, navigate uncertainty, and harness their creativity to innovate.” Razvan Crăciunescu, Executive Director of AEE remarks: “2020 was a challenging year for everyone and especially for the University sector where all our members work. But what this year also demonstrated was that challenges bring out the best in people and like true entrepreneurs, the professors pivoted all their entrepreneurship programming for students and staff to the online world. Given this shift we, together with RAF and CIEE, suggested to Babson College to do

a train the trainer program to help professors in delivering online entrepreneurship courses. This program, together with the CRAI 2020 conference and other entrepreneurial education programs that our members implemented, were part of our continuous work on the strengthening of the entrepreneurial ecosystem across Romania.” Quickly, Laura and Răzvan devised a recruitment and selection process for Romanian professors interested in taking part in the two-week online class. Recruitment aimed to increase the network of like-minded professors by targeting new universities and professors from universities with fewer alumni. Announced at the annual *Romanian Conference on Entrepreneurship and Innovation 2020*, 16 professors were selected to take part in the summer class held in July 2020. The course sparked the interest of professors from a wide range of universities including Medical, Agronomics, and Technical.



But what this year also demonstrated was that challenges bring out the best in people and like true entrepreneurs, the professors pivoted all their entrepreneurship programming for students and staff to the online world.



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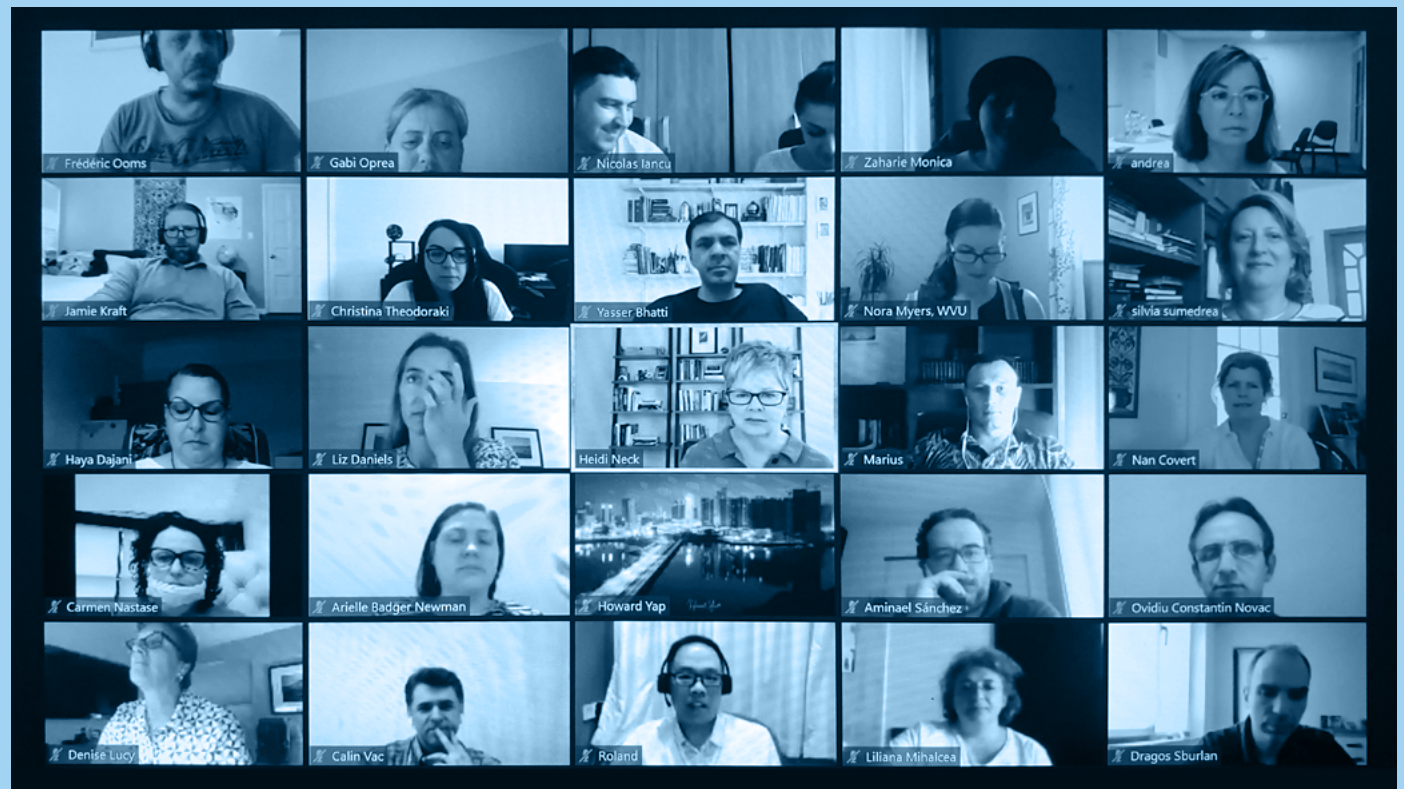
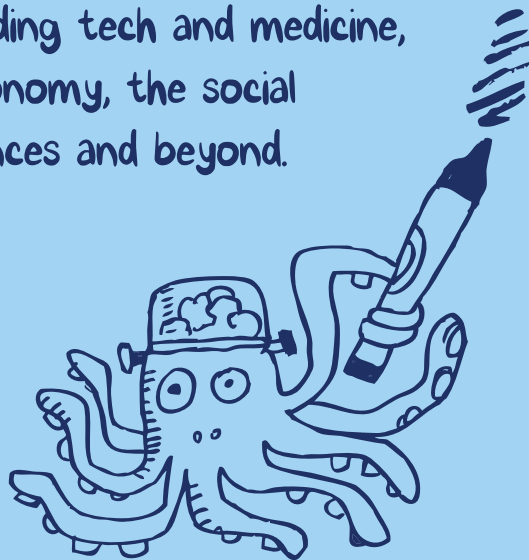
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This new mingling of professors, traditionally separated because their institutions reside in separate parts of the city, enabled new conversations to emerge. When professors from the Carol Davila University of Medicine and Pharmacy and the Polytechnic University of Bucharest bounced ideas back and forth it resulted in a new Med-Tech program that will be

developed and delivered to students from both institutions in the Fall of 2021. The chance course developed by Babson College inspired a new phase of cooperation between universities that may become a new precedent for future course development in blending tech and medicine, agronomy, the social sciences and beyond.



A new phase of cooperation between universities that may become a new precedent for future course development in blending tech and medicine, agronomy, the social sciences and beyond.



Professors attending the online course Entrepreneurial Mindshift for Educators – An Online Approach to Help Your Students Think and Act More Entrepreneurially





Innovation Labs Bucharest



Innovation Labs Cluj



Innovation Labs Iași



Innovation Labs Timișoara



Innovation Labs Sibiu

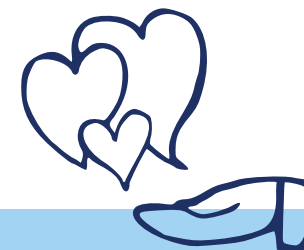


Bucharest Demo Day

COMMUNITY FOUNDATIONS

By Mihaela Greșiță

Mihaela Greșiță-Radu is Network Manager at the Romanian Federation of Community Foundations. With a communication background and academic studies, she has been part of the RFCF team since 2018. Aside from enthusiastically working for this vibrant network, she is also a book club initiator, an avid traveler and a contributor to intercultural and creativity projects.



In a seemingly ordinary Tuesday an extraordinary online meeting brought together the leaders of the Community Foundations in Romania. It was the beginning of March 2020 and dark clouds of worries, questions and rumors gathered above local communities. By the end of the meeting, everybody knew they needed to be fully alert and ready to make decisions. Like all crises, the magnitude was rather impossible to anticipate at that time and its imminence almost difficult to accept. Over the next months, the crisis escalated, and the pandemic stormed into our lives challenging stability, plans, hopes, relationships, and communities. Yet, something else rose besides the crisis, something we need to honor: solidarity and sense of community.

Timișoara Community Foundation:
installing a PCR-testing machine.



The first Community Foundations in Romania were established almost 14 years ago. Over the years, thanks to the large vast support of organizations, like the Romanian-American Foundation, and to the donors that believed in its mission, the movement grew to reach a nationwide network of 19 foundations whose aim is to serve local communities. Each of the foundations focuses on the wellbeing and development of the geographical area it has been founded in, enabling local communities' aspirations to take shape. Every year, through the generous support of donors, the Community Foundations fund hundreds of innovative projects, large and small, in areas such as education, healthcare, environment and civic engagement. Since inception, together with their communities, the Foundations developed over 7,000 projects and mobilized over 35 million lei. These achievements are the result of long run commitments, grassroots work, capacity building efforts inside the community, shared values, and solid partnerships, at both local and national levels. In other words, Foundations are ideally placed to creatively respond to changes and emergent needs, including global crises like the spread of the COVID-19 virus.

The pandemic has put communities and essential public services under immense pressure. Although the core model of the Community Foundations is one that emphasizes vision, strategic thinking and strategic philanthropy that maximizes lasting, long-term social impact, the state of fragility demanded interpretation and fast reaction. The Community Foundations understood that they have both the power and responsibility to bring

together, in a collective effort, resources and to direct them where the need was greatest. In March 2020, when the state of emergency was triggered, the Community Foundations' focus turned almost entirely to humanitarian aid. Most of the funds they raised were granted to assist the healthcare sector and the vulnerable groups. National programs like Științescu, traditional philanthropic sports events, Donor Circles, 8 Hours overtime for a good cause, and thematic funds, were postponed or put on hold. This giant shift from predictable and traditional programs that ensured stability and public engagement for the organizations over time, to an emergency state of function exposed them to risks and uncertainty and made them question their future. However, extraordinary times require extraordinary measures.



Foundations are ideally placed to creatively respond to changes and emergent needs.

One of the Community Foundations' strengths is their ability and flexibility to determine unmet social needs and respond quickly. In order to be sure what those needs were, they reached out to community members to hear from them. In collaboration with community leaders across the region, both those they had worked with for



Iași Community Foundation: donating protection masks to a hospital.

years as well as new partners, the Community Foundation teams facilitated a large collective conversation, bringing together in a synchronized and joined effort authorities, institutions, hospitals, social assistance departments, emergency units, non-governmental organizations, initiative groups and business representatives.





The Community Foundations did not only what they knew best, connecting the generosity of donors with the energy, initiatives and time of people ready to help, but also new and challenging activities, in a constant fight against the clock. They navigated volatile markets, and learned to analyze, identify and select the best offers of specialized medical equipment, confronting high prices, limited supply and delayed deliveries. To describe the atmosphere in which the Community Foundations worked one can picture a mix between the fast pace and the pressure of an emergency room, the strategic layer of a crisis committee and the rush of a last-minute deal. The telephone always rings, the border between working hours and personal time fades away in favor of work, and anxiety is postponed and replaced by the precipitated emotion to offer help and make a difference. Grant managers, communication specialists, executive directors and board members quietly agreed this is an exceptional moment to devote all energy. And they weren't alone in this endeavor.



No government, no initiative or call for solidarity are effective without the participation of people.



Iași Community Foundation

Oradea Community Foundation

Sibiu Community Foundation

No government, no initiative or call for solidarity are effective without the participation of people. Since the onset of the emergency, non-governmental organizations, civic groups and businesspeople across the country have launched initiatives to lend a helping hand to the system in order to increase its capacity to cope with the medical and social effects of the coronavirus pandemic. They trusted the Community Foundations to channel funds and energy there where the need was most pressing. Simply put, they weren't giving funds to a Foundation, but through it, trusting its expertise. The Foundations started new fundraising campaigns and adapted existing platforms, such as philanthropic sports events. The cooperation, rapid response and level of involvement exceeded all expectations. During the first two pandemic months, the Community Foundations had already raised over 2 million euro for the purchase of essential medical equipment and emergency aid for vulnerable groups. The generosity was astonishing. It still is. And it represents the absolute best of our communities.

At a national level, traditional partners like the Romanian-American Foundation, the Association for Community Relations or the Environmental Foundation for Partnership, remained close supporters of the Community Foundations and helped to step up their work by offering flexible grants or financial support. It seems like yesterday, and a lifetime ago at the same time. When the Romanian Federation of Community Foundations, with the support of the Association for Community Relations, assisted the Community Foundations and local organizations that carried out fundraising in a pandemic context by providing them with a

local code for SMS donation campaigns. In some communities, the reaction and solidarity were so fast, that through the SMS campaign, 7,000 people showed their support by sending SMS in the first 48 hours. The campaign took place over three months and involved 31 organizations from all over the country, during which over 22,000 text messages were sent.

Another great example of good cooperation at a national level was the Emergency Fund for Vulnerable Communities, funded by ING Romania, coordinated by the Bucharest Community Foundation and facilitated by other Community Foundations locally, which involved over 46 local NGOs. The fund aided 10,824 vulnerable people and granted over 5,500 packages of food, 500 packages of medicines, and 4,900 hot meals.

The pandemic crisis brought fatigue, pressure, worries, but it also generated creative and innovative responses, built relationships, and fostered new ways of thinking and working that we want to continue to capitalize on. While none of us may know what tomorrow will bring, we are confident that there will always be the need – and the opportunity – to champion generosity in our communities, mindful of the world's fragility and energized by an alternative vision for the future, imagined and endorsed from a local perspective.



Foto: Timișoara Community Foundation



Foto: Bogdan Dincă for Bucharest Community Foundation



There will always be the need - and the opportunity - to champion generosity in our communities.



VOICES FROM THE COMMUNITY



Last year, we successfully tested the collaboration between community foundations. A partnership with ING Bank, The Emergency Fund for Vulnerable Communities required weekly selections of projects, a close management of funding and swift communication, within the network and outside.

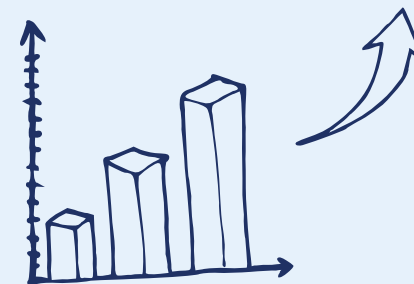
At times, it was tough emotionally - how do you prioritize between urgent needs of children from Suceava or children from Galați? But the hard part was not on us. It was on the 50 organizations we supported. And on the people who faced their fears and, during the state of emergency, got out in the streets to help.



Alina Kasprovski
Executive Director, București Community Foundation

I felt a huge pressure from the responsibility of managing the funds received from the companies and individuals that contributed to our campaign, all the more so since I had already learned about the massive presence of non-compliant products or constant unfulfilled orders.

However, we overcame the challenges and managed to deliver protective equipment, devices, test kits and accessories for the ordered test equipment.



Claudia Abrudan
Executive Director
Oradea Community Foundation



Our call to action was answered by the entire community, from individuals to corporate donors. It was a real tour de force. The work schedule was no longer 8-9 hours a day, everything increased with each passing moment. The lists with hospitals' requisitions, suppliers, verification of stock availability, quality of equipment, technical data, and delivery dates piled up. Partners and friends of the Foundation jumped in and helped with recommendations. Collaborators passed the news about our call for help on to the community. Representatives from medical institutions gave us details about life in the hospital wards. Exceptional volunteers were on the ground every day to distribute protective equipment.



Doris Cojocariu
Grants Manager, Iași Community Foundation



Being in a health crisis, we have learned that “URGENT” was the word of the day, every day. And to urgently respond to emergencies, we needed human resources and money. It took a lot of energy to find solutions in this new context. Our work schedule became even more intense, with messages, discussions, and synchronization meetings until late at night, only to start again early the next morning.

And while we were already used to fundraising campaigns, we now needed to learn how to purchase goods. Not just any goods, but specific medical devices and equipment, with certain parameters - an area that we had to become familiar with on the run, in a fluctuating global market, where products appeared and sold out almost instantly at abnormal prices. It is surprising how quickly we managed to learn things we did not expect to learn in this life.



Daniela Chesaru-Daia

Executive Director, Timișoara Community Foundation



“URGENT” was the word of the day, every day.



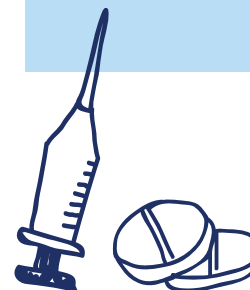
Beyond the help we provided to the medical staff and those affected by Covid-19, with the support of all those who donated (to whom we thank a lot), it was important that we managed to offer, both to the medical system, as well as to the entire community, a small hope and to remind that there are people with you when in need, but also that you can support someone else during dark times. And these elements are important both for the moment and for gaining resilience.

And it may sound corny, but when someone turns over a borrowed oxygen concentrator and says it saved (another) life, it really makes you think.



Angela Zaporozjan

Communication Coordinator, Sibiu Community Foundation



COVID-19 RELIEF CAMPAIGNS



Community foundations raised and mobilized over \$2.3 million worth of resources during the first two months of the COVID-19 imposed state of emergency. They provided crisis response in 17 counties, conducting new fundraising campaigns and adapting their existing platforms to garner support for protecting their communities.

Fundația Comunitară Mureș

- Keeping Mureș Safe
- Oxygen for Târgu Mureș

Fundația Comunitară Cluj

- Cluj Help against COVID-19

Fundația Comunitară Oradea

- COVID-19 Bihor Solidarity

Fundația Comunitară Alba

- Help Alba! Alba Helps You!
- Saving Lives Together
- Support for Senior Citizens

Fundația Comunitară Timișoara

- Solidarity against COVID-19
- Oxygen for Timișoara Campaign

Fundația Comunitară Banatul Montan

- Donate for the fight against COVID-19

Fundația Comunitară Sibiu

- A Community for Health

Fundația Comunitară Țara Făgărașului

- Together for Health
- Everybody for Victoria!

Fundația Comunitară Vâlcea

- A Community for the Hospitals in Vâlcea

Fundația Comunitară Dâmbovița

- Solidarity for Life Campaign
- Tablet donations (to students in rural areas)

Fundația Comunitară Odorheiu Secuiesc

- Odorhei Readiness

Fundația Comunitară Iași

- Emergency Fund for the Community

Fundația Comunitară Bacău

- Together for Health Fund

Fundația Comunitară Covasna

- Humanitarian Food Provision Program

Fundația Comunitară Brașov

- Brașov Readiness

Fundația Comunitară Galați

- Keeping Galați Safe

Fundația Comunitară Buzău

- Protecting Buzău Together

Fundația Comunitară Prahova

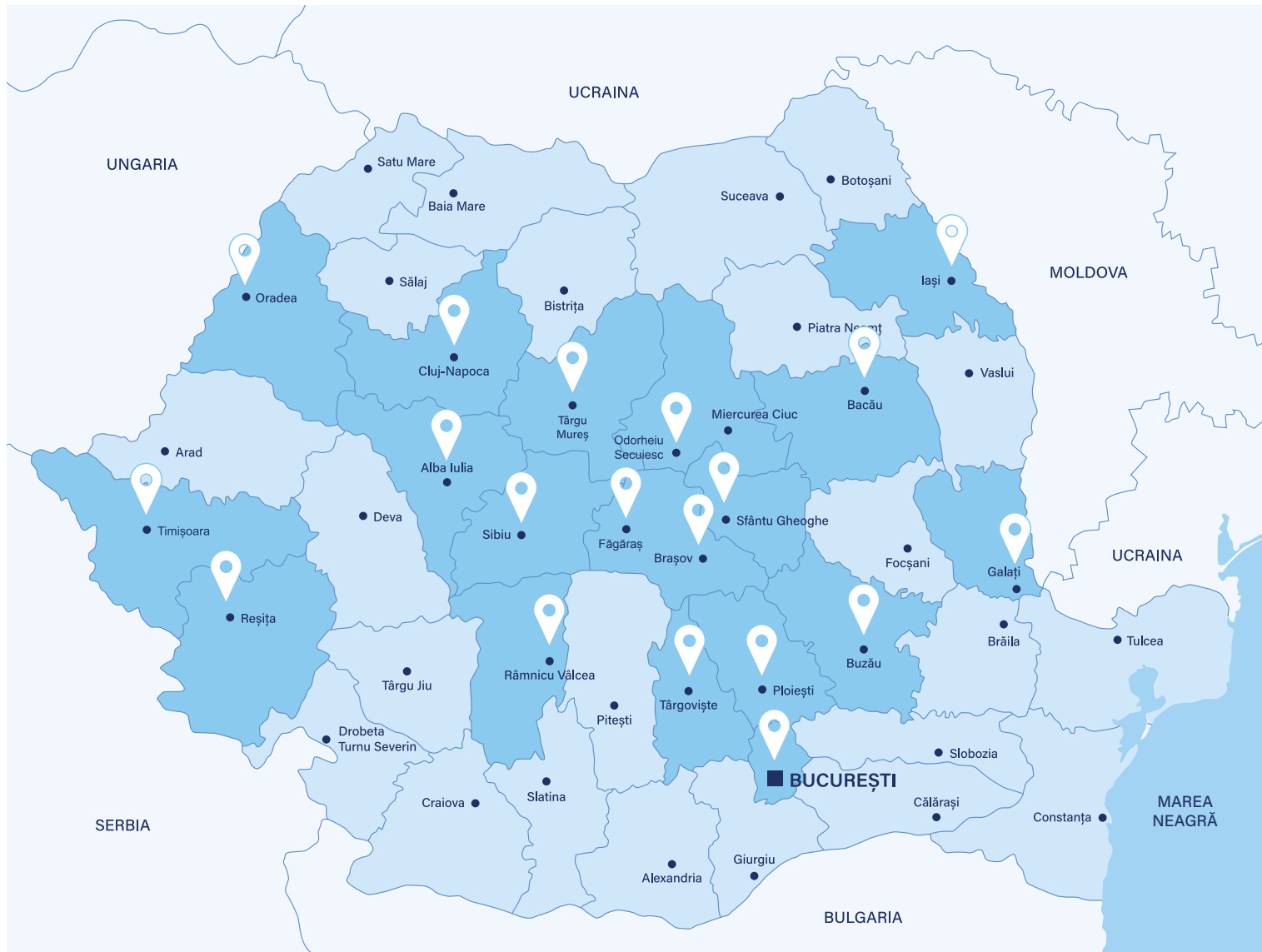
- United for Health Fund

Fundația Comunitară București

- The ING Emergency Fund for Vulnerable Communities



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DoR journalists

Cristian Lupşa is one of the co-founding editors of DoR (Decât o Revistă), a digital and print magazine in Romania that believes well-crafted narrative journalism can connect people, heal wounds, inspire, lead, and create change. His career in journalism began in 2000, and has taken him from Romania to the U.S., and back. He started DoR in 2009, and since 2011 is also the host of The Power of Storytelling, an international storytelling conference in Bucharest. Cristian is a 2014 Nieman Fellow, and alongside his team is one of the European Press Prize winners of the 2017 Special Award and the 2020 Innovation Award.

OUR FIRST PANDEMIC YEAR

How a small newsroom tackled 2020

By Cristian Lupşa



HOW IT STARTED

DoR had just moved into a new space in March 2020 when the pandemic really took hold in our part of the world. As we quickly plotted to shift into a work from anywhere mode, we looked at the tension and the panic in the public sphere, and decided that our role would be that of “compassionate companion” through the crisis.

There was little clarity in the country in the early days: muddled messaging from the authorities, panic-inducing coverage from TV news channels, misinformation spreading like wildfire through social media. One could sense the clash between a fear of the pandemic that made people retreat, and the larger distrust in public messaging that permeates Romanian society. Between these

polar opposites lies the day to day confusion in which most people live, a space that the existing mainstream media doesn’t serve as it could.

We looked at the space we inhabit as an organization – the intersection of independent media, creative industries, and civil society – and we were worried about how it’d pull through. This was – and still is – a space that struggles with constant uncertainty, with low wages, with small audiences, reasons that, among others, make it difficult for them to attract a pool of talent that would enable growth and sustainability. With the pandemic closing offices and shattering programs, it was possible that many NGOs or civic organizations would not make it, not just because of a lack of funding, but also because they had failed to solidify.

While the jury is still out on the long term impact in this space, what has become obvious is that the teams that had a culture of conversation and collaboration in place were more likely to stay resilient through the crisis, even as their daily work changed, and resources were lost. We like to say DoR is among those organizations, and while we did face our share of difficulties, not only did we manage to weather the storm of 2020, but we also stayed in control of our destiny for much of the past year.

WHAT WENT AS PLANNED FOR DOR

While the crisis and our subsequent choices have validated our editorial approach (using storytelling and solutions journalism to help our community make better choices), it also created tremendous financial uncertainty, and revealed a need for staffing the team with more leadership, management, and development skills.

Still, we met most of our goals: we published a record-breaking number of stories, we grew our traffic, we created new and successful products, we engaged our public in new and different ways, and we successfully accelerated our digital transformation, an effort capped by a doubling of our paying subscriber community from 2,500 to 5,000 members.

This last bit is important, as we have been on a quest to increase reader revenue since 2018. We achieved this goal in a campaign that lasted six weeks (1 Oct-15 Nov), with the help of 565 ambassadors from our community. Our best day brought 208 new members. Our slowest day

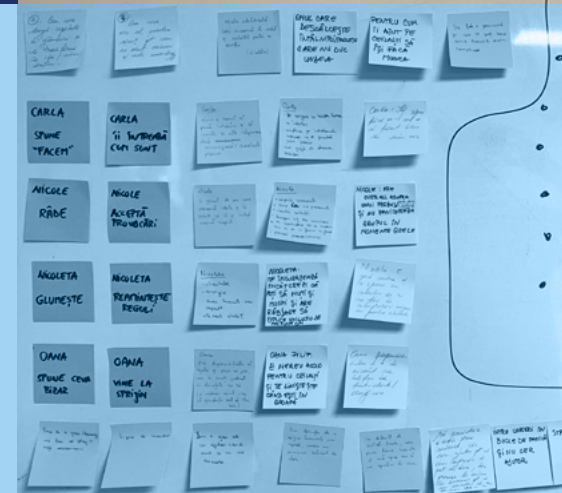
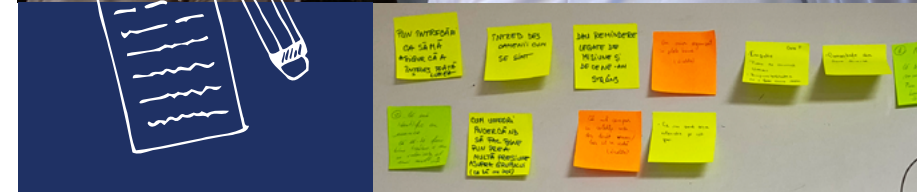
brought 13. This has been our most ambitious campaign to date, as before November 2020 DoR has never topped 3,000 subscribers.

We also saw an information need right away, so we started a daily newsletter (The Pandemic Journal), through which we tried – together with our community – to make sense of what was happening. It went from idea, to design, to a first edition, in three days. On June 1st we converted it into our current daily newsletter, Concentrat, which ended 2020 with 10,000 subscribers and strong open rates.

The newsletter was one of the ways we re-oriented our journalism to best serve our community. The feedback we've been getting to the stories we've told over the past year is that we're helping people be resilient, and hopeful.

”

With the pandemic closing offices and shattering programs, it was possible that many NGOs or civic organizations would not make it, not just because of a lack of funding, but also because they had failed to solidify.



Our engagement with our community (for which we created a dedicated Slack that a quarter of our then 2,000 members signed up for), and our traffic numbers have doubled compared to last year, proving that our work fulfills its intention of creating connection and belonging, as well as bringing solace. (We're now reaching about 150,000 users a month). These upsides made the downsides easier to navigate.

WHAT DIDN'T GO AS PLANNED

The immediate disruption came to our way of working: the larger space we moved into, where we planned to host community meetings, went largely unused for three months, which was tough on our expenses. The upside is that by the end of 2021 we could socially distance and work together again, but it remains a cost, and it's unknown when the space can serve its original purpose.

We started offering a digital-only membership in December 2019, but kept our original print subscription. After our Spring issue met the pandemic and 2,000+ copies were stuck in warehouses and closed bookstores, we decided to go all in on digital: it's now the only membership available. (We still produce and print the magazine, but we won't sell subscriptions for it).

This led us to spend upwards of 15,000 euros on development (securing our ecommerce platform, building a dedicated CRM), and we put a team of three on strengthening the digital product. We'll be blunt: it didn't work as planned. This pivot revealed we need more expertise in building,

managing, and growing digital products, as well as in running and organizing complicated projects.

We also lost our most important non-editorial revenue stream, a yearly international storytelling conference. We were planning to open registrations in May 2020 and raise sponsorship through the spring. In 2019, the conference brought in close to 65,000 EUR, an amount that would have covered the salaries of five reporters for a whole year.

Another revenue stream we lost are tickets and sponsorships to our live journalism events, now postponed indefinitely.

To top it all off – and there is no way to sugarcoat this: the pandemic rocked our organizational structure. We had to downsize; half of the editorial team that was on staff in 2020 are now freelancers. More importantly, the management team disbanded: out of the five team leaders with managerial responsibilities and/or team leader-responsibilities this time last year, only one still holds this role: the editor.



There is no way to sugarcoat this: the pandemic rocked our organizational structure.

Conenrat Newsletter coordinators Oana Filip, Nioleta coșoreanu, and Nicoleta Rădăcină



DoR newsroom



Once we made these changes, we realized we actually lack the right kind of skills and roles to build the proper leadership and management infrastructure for the digital organization of the future. We were training reporters and editors to take on management duties (which they thought they wanted), but the pandemic showed that their expertise brings the most value (and fulfillment) in the field: as storytellers of this unprecedented time.

What does this mean to day-to-day work? The editor is straining to harmonize and guide a core team, working remotely, on different projects, at different levels of experience. He's playing both the role of concept and story editor, as well as the role of business manager and developer. This one-point-of-failure problem was not something we anticipated last Spring, but it's one we have to work through this year. While the talent, ideas, creativity, and the public is there, our organization, process and product building skills are not on par with the demands of long-term uncertainty.

WHAT'S NEXT?

Journalism, both in terms of content, but also in terms of a business, is volatile. It's been the global reality of small newsrooms for more than a decade now, and there is no (immediate) end in sight to searching for a more sustainable and predictable business model.

We've learned that any deliberate strategy we employ is likely to be supplanted by an emergent strategy. This doesn't mean we don't try to meet

our goals, and it certainly doesn't mean we'll change our mission, but it does sometimes mean that we'll change the outcomes, and the outputs. DoR's priority was and remains fulfilling our mission the best we can, in a specific moment. In that, the COVID-19 crisis is arguably the most complex challenge we've faced, as it has disrupted our way of doing journalism, our way of organizing, as well as our business model. It's difficult to say what our strategy will be, and even more difficult to promise.

We know our journalism has impact. We know from the feedback we receive, and from the

constant contact we have with our community that it is helping people lead better lives, and make better choices. We know it's bringing unheard voices into the conversation, and it's highlighting difficult subjects without making readers feel powerless.

This is what we want to continue to do in 2021, and beyond. We also hope we'll do it from a position of more strength and autonomy in leadership, and with a more mature team. If those things come together, the stories can only get better, and reach even more people.





Herbs supplier,
Helyénvaló Helyit! food hub

STRATEGIES AND PROGRAMS UNDER THE RURAL ECONOMY PRIORITY

Rural life has its own rhythm and cycles, which the pandemic perturbed. However, just like in difficult years when drought or floods destroy crops, people in rural areas rolled up their sleeves and pulled through. Where there were solid structures in place, the results were soon visible.

Our partners in the Food Hubs program were instrumental in providing essential services, such as food deliveries to people kept indoors by the lockdown measures. From the early days of the pandemic, the food hubs took online orders and connected small farmers with local markets, who then mutually supported each other.

Even if they are a relatively new concept in Romania, the food hubs adapted quickly to the new normal and met the needs of people stranded at home, in response to an increasing online demand of local produce. During the pandemic, they saw an increase in online sales of up to 400%. It was a great opportunity of supporting small local producers and getting consumers reacquainted with tasty, healthy or traditional produce.

The ease of ordering online and having quality products delivered, coupled with the idea of helping these social enterprises contributed to a constant flow of orders and to the food hubs' gaining traction and meeting financial targets.

The pandemic halted travel and the tourism industry took a dramatic hit. As soon as people could move around, but still had to observe social distancing measures, ecotourism emerged as one of the most sought-after alternatives to travel. More and more people tried to relax and explore the great outdoors in ecodestinations, without the anxiety of being surrounded by crowds. They reconnected with nature, local communities, and their traditions, enjoying the natural and cultural heritage Romania has to offer. Once summer holiday started, ecotourism destinations registered 100% occupancy rates. The destinations were prepared to receive this influx of tourists and rural tourism at the national level registered a surge after the inactive lockdown months.

Our partners were well-organized and kept doing what they do best, acting like facilitators between local partners and using their experience to help them successfully traverse a most difficult year.

Creating Opportunities for Small Farmers Strategy

Piloting possible solutions for rural economic development in agriculture.

- Food Hub Development
- Agricultural High Schools – Educating the Next Generation of Farmers
- CoopNet



Local Development through Ecotourism Strategy

Capitalizing on natural and cultural potential through responsible and economically viable means.

- Development of Ecotourism Destinations
- Education for Ecotourism: English for the Community & Green IMPACT

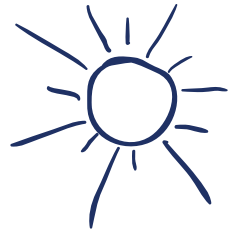


Photo: Teach for Romania

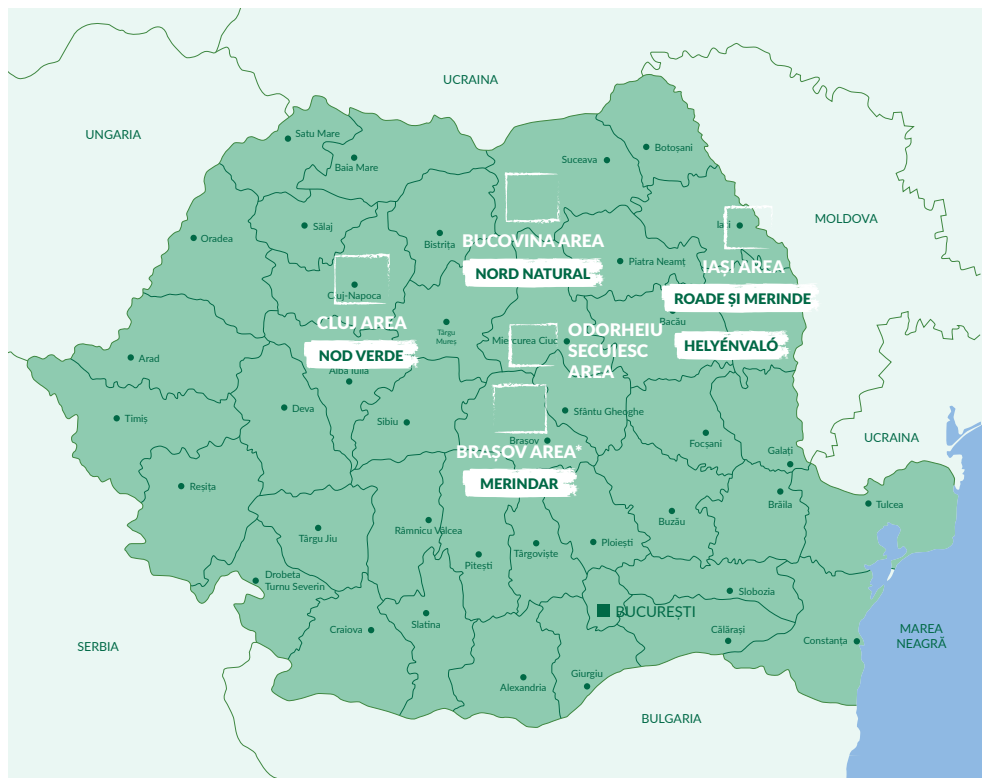
Teach for Romania



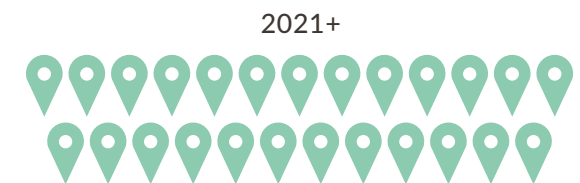
RURAL ECONOMY MAPS



Food Hubs



Agricultural High Schools



Ecotourism



STRATEGIES AND PROGRAMS UNDER THE TECHNOLOGY AND INNOVATION PRIORITY



The pandemic brought a sudden transition to working online, and all the programs under the Technology and Innovation strategic priority switched to the multi-framed format made famous by Zoom. The challenges evoked by the Covid-19 pandemic affected the entirety of our entrepreneurship portfolio, especially students, obliging our partners to think entrepreneurially to deliver professors and students with modified programming. Facing the challenges of a world suddenly grounded, our Fulbright-RAF Scholars, selected in January, were placed in a holding pattern without any indication when they would be able to take part in their fellowship.

Photo: Innovation Labs

The challenges continued as our partners the Council on International Educational Exchange (CIEE) together with the Association for Entrepreneurial Education (AEE) were unable to schedule the 3.5-day Babson College Global Symposium for the Entrepreneurship Educators program scheduled for the Fall. Through continued dialogue between Babson College, AEE, CIEE, and RAF a new online summer seminar was developed and administered entitled “Entrepreneurial Mindshift for Educators.” The seminar was delivered to 16 Romanian professors and it was designed to assist educators to better provide and deliver the advantages of learning how to develop an entrepreneurial mindset in an online environment.

We would only later understand that when the Innovation Labs student participants opened the 2020 program with face-to-face pitches during the five Hackathons that took place at the end of February in Bucharest, Iași, Cluj, Sibiu, and Timișoara, it would be the last events where students would participate without facing a screen. With the program classes and mentoring scheduled to take place on campus in each city, Tech Lounge, Calemis and ROSENC worked together to quickly adapt the program to an online format and extended the program from three to six months. The new program design provided opportunities that Tech Lounge quickly adopted including the addition of new speakers and mentors from Romania and abroad. The online environment opened the program to students from smaller universities and allowed students to simultaneously participate in online sessions with one another from around the country.

Entrepreneurship in higher education

We work together with technical universities in Romania to provide students with an opportunity to gain a set of technical and soft skills that help them develop their entrepreneurial potential, understand market mechanisms and think innovatively.

- Fulbright-Raf Scholar Award
- Innovation Labs
- Entrepreneurial University

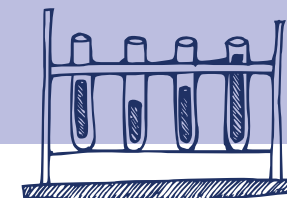


Student cafés, small entrepreneurship competitions, and summer school programs, designed to bring students together to brainstorm business ideas and to help them better understand their market potential are all a central part of the mini grants offered to university professors through the Entrepreneurial University program implemented by Junior Achievement Romania (JAR). University professors were required to promptly modify their ideas to an online format that proved to be

STEM Education

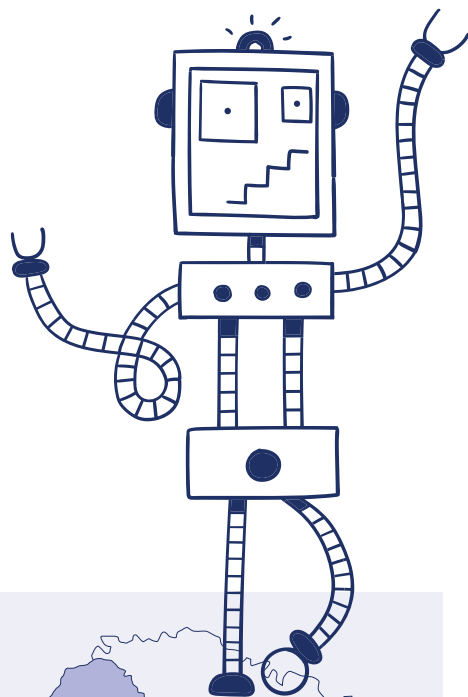
In secondary education, RAF has intervened to promote teaching methods meant to stimulate both the students’ interest in science as well as their critical thinking and creativity to contribute to the formation of a new generation of graduates who are able to take development opportunities in technology and innovation and match the requirements of an increasingly competitive market.

- Physics Curriculum Reform (Fizica Altfel)
- Teaching the Future
- CodeKids – Coding for Kids in Libraries
- First Tech Challenge
- Științescu Fund



more inclusive. Greater numbers of students participated from more universities than initially planned. It was also easier to invite US Professors to conduct instruction sessions during the summer schools in Cluj and Bucharest. The Entrepreneurial University program was able to double the number of student beneficiaries, through the online format, increasing their numbers from 2,000 participant students in 2019 to 4,000 students in 2020.

TECHNOLOGY & INNOVATION MAPS



Innovation Labs



Fulbright-RAF Scholar Award University Centers

Alba Iulia: Alba Iulia branch of the Technical University Cluj-Napoca

Bucharest: Politehnica University of Bucharest

Cluj Napoca: Technical University of Cluj, Babeș-Bolyai University, University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca

Constanța: Ovidius University

Craiova: University of Craiova

Galați: University of Galați

Iași: Alexandru Ioan Cuza University of Iași, Gheorghe Asachi Technical University of Iași

Sibiu: Lucian Blaga University of Sibiu

Suceava: Ștefan cel Mare University of Suceava



University Centers



Universities participating in the First Stage of the Entrepreneurial University Program

(April 2016 – May 2018)

LOCALITATE	UNIVERSITATE
Alba Iulia	Universitatea 1 Decembrie 1918
Arad	Universitatea de Vest Vasile Goldiș Universitatea Aurel Vlaicu
Bacău	Universitatea Vasile Alecsandri
Brașov	Universitatea Transilvania
București	Academia de Studii Economice Universitatea din București Universitatea de Științe Agronomice și Medicină Veterinară Universitatea Nicolae Titulescu Universitatea Politehnica București Universitatea Spiru Haret Universitatea Româno-Americană Universitatea Tehnică de Construcții Universitatea Titu Maiorescu
Cluj - Napoca	Universitatea Babeș - Bolyai Universitatea de Artă și Design Universitatea de Medicină și Farmacie Iuliu Hațieganu Universitatea Tehnică

LOCALITATE	UNIVERSITATE
Craiova	Universitatea din Craiova
Constanța	Universitatea Ovidius
Galați	Universitatea Dunărea de Jos
Iași	Universitatea Alexandru Ioan Cuza Universitatea Tehnică Gheorghe Asachi
Oradea	Universitatea din Oradea Universitatea Emanuel
Pitești	Universitatea din Pitești
Ploiești	Universitatea Petrol - Gaze
Râmnicu Vâlcea	Universitatea Constantin Brâncoveanu
Reșița	Universitatea Eftimie Murgu
Sibiu	Universitatea Lucian Blaga
Suceava	Universitatea Ștefan cel Mare
Târgu Mureș	Universitatea Petru Maior
Timișoara	Universitatea de Vest Universitatea Politehnica Timișoara

Universities participating in the First Stage of the Entrepreneurial University Program

(December 2018 – December 2021)

LOCALITATE	UNIVERSITATE
Alba Iulia	Universitatea 1 Decembrie 1918
Arad	Universitatea de Vest Vasile Goldiș
Bacău	Universitatea Vasile Alecsandri
Brașov	Universitatea Transilvania
București	Academia de Studii Economice Universitatea din București Universitatea Nicolae Titulescu Universitatea Politehnica București Universitatea Spiru Haret Universitatea Româno-Americană

LOCALITATE	UNIVERSITATE
Cluj - Napoca	Universitatea Babeș - Bolyai Universitatea de Artă și Design Universitatea Tehnică
Craiova	Universitatea din Craiova
Constanța	Universitatea Ovidius
Galați	Universitatea Dunărea de Jos
Iași	Universitatea Alexandru Ioan Cuza Universitatea Tehnică Gheorghe Asachi
Lugoj	Universitatea Europeană Drăgan
Oradea	Universitatea din Oradea

LOCALITATE	UNIVERSITATE
Petroșani	Universitatea din Petroșani
Pitești	Universitatea din Pitești
Ploiești	Universitatea Petrol - Gaze
Sibiu	Universitatea Lucian Blaga
Suceava	Universitatea Ștefan cel Mare
Târgoviște	Universitatea Valahia Târgoviște
Târgu Mureș	Universitatea De Medicină, Farmacie, Științe și Tehnologie G.E. Palade Universitatea Dimitrie Cantemir
Timișoara	Universitatea de Vest Universitatea Politehnica Timișoara



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OUR STORIES

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TECHNOLOGY & INNOVATION

CIVIC ENGAGEMENT

EDUCATION

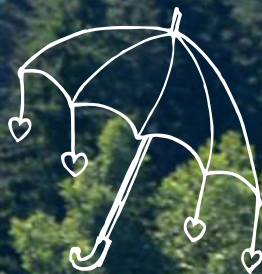
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STRATEGIES AND PROGRAMS UNDER THE CIVIC ENGAGEMENT PRIORITY



2020 was a year like no other, when we saw the world change in many ways. We saw the pandemic's impact on the economy, medicine and education but most of all we saw it on people.

These changes were difficult for everybody, but during the first weeks of lockdown people working in the frontlines were the most affected. RAF partner organizations quickly switched from their core activities to redirecting their efforts to help first responders and vulnerable groups in their communities. They volunteered their direct support to authorities and other NGOs, acting as brokers of trust between people and companies willing to make donations, and hospitals and doctors in urgent need of medical and protective equipment. Throughout the country, our partners mobilized their communities of volunteers, putting every available resource to good use - from building digital applications for the Government official communication on the pandemic, to offering support to disadvantaged groups, in a tidal wave of empathy, compassion and solidarity.



Being in close contact with our partners, we immediately realized they were making tremendous efforts, with the teams taking risks and making sacrifices. As a result, we swiftly transitioned to a crisis-relief approach, with maximized flexibility and re-allocating funds within and in between our funding instruments to help partner organizations keep their core teams and cover operational costs.

A year into it, we reflect on the lessons learned to see how we can be better prepared for future crises. The pandemic showed us that resilience is more than a popular concept, but rather a prerequisite for all of us – individuals, organizations, and communities alike. The professionalism, transparency and responsiveness shown by RAF grantees during the crisis are a tangible proof that the philanthropy infrastructure we have invested in was needed and it is strong enough to help civil society organizations serve the greater good even during extraordinary times.



Developing an Infrastructure for Philanthropy and Civic Engagement

RAF contributes to the development of an infrastructure of mechanisms and models designed to stimulate philanthropy and foster civic engagement.

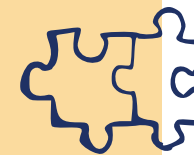
- Development of Community Foundations in Romania
- Civic Innovation Fund
- Științescu Fund
- Focus on Rural Development
- Code for Romania
- Galantom
- GDPR and AML Compliance
- Marketing and Communication Polyclinic
- Ashoka Innovators for The Public
- Transatlantic Leadership Initiatives
- Public Participation Awards Gala

Teaching Media Literacy Program
Photo: Center for Independent Journalism

Civic Education

We support non-formal civic education programs and explore methods to be used by schools in order to build better civic competences for children.

- Teaching Media Literacy
- Debate Program in Schools
- One World Romania at School
- Project Citizen





EDUCATION

2020 was a painfully disruptive and unpredictable year. The pandemic changed education overnight: teachers had to learn online instruction from scratch, and students had to move to online classes held in virtual classrooms. During the last year, teachers everywhere found themselves talking about webcams, the internet, software they had never heard of before, and they have experienced “you’re on mute” moments as they sat in front of screens with little squares where students attended (or were supposed to attend) their classes. Every teacher had to reinvent their methods with only ad-hoc support and little digital resources. For students, almost everything moved online: schooling, homework, entertainment, even socializing. Some students, unfortunately, remained offline, lacking the proper tools to join online classes. Underprivileged communities had neither the equipment or the connectivity required for online learning, which resulted in poor access to schooling which affected their academic achievement or even lead to school dropout. These will probably be the deepest wounds we will have to heal from the Covid-19 aftermath.



But despite the pandemic, there were the little victories that came as small surprises that gave hope and helped education navigate through the unpredictability of the crises. For Asociația Techsoup Romania, where most team members are tech-savvy people, moving to working online was easier than for others. They swiftly transitioned to digital teacher training and designed new courses to address the acute challenges faced by teachers during remote schooling. They also volunteered to help other organizations to make the digital transition, showing how to use Zoom, Teams and other technologies; how to host online meetings; and explaining what it takes to design online courses. It was efficient, yet humble, support for many.

In the case of Teach for Romania, the pandemic brought threats on all levels, from questions about the organization's capacity to raise the necessary budget, to deploying the program without interruption, or the capacity of teachers participating in the program to tackle the huge burden of remote teaching in disadvantaged communities. At the organizational level, we have witnessed the fastest internal re-engineering

of an NGO, with rapid digitalization and team reorganization to become more agile. Focused on the task, even the ambitious fund-raising targets were met. At the grassroots level, we have seen teachers mobilizing every friend and family member, every organization or small donor to ensure that as many of their students as possible stay connected to school, despite their family's financial hardships. Agility and resourcefulness were what made the difference.

Through trial and error, Fundația Progress and Fundația Noi Orizonturi found solutions for children in rural areas to remain engaged in the CodeKids and Green Impact programs, despite all difficulties. Their tour de force was a demonstration of resilience and imagination.

The pandemic has revealed our weaknesses, but it has also awakened some hidden energies that brought forth strength when it was really needed. Once this most unusual situation is behind us, we must diligently work to address these weaknesses using the strength, solidarity, creativity, and resilience we witnessed during these challenging times.

Despite the pandemic, there were the little victories that came as small surprises that gave hope and helped education navigate through the unpredictability of the crises.



Teaching the Future Program
Photo: Asociația TechSoup Romania



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Drowning, then barely surviving and left alone to deal with the aftermath of a trauma – this is how I think of our education system in 2020. But now that the cracks in the system are made obviously visible for everybody, we cannot ignore them anymore: the sky-high inequities, the unprepared teachers and the mechanisms that allowed for this to happen, the unsuitable school spaces, the lack of real support for teachers, the absence of good educational policies. It's still too early to say if we have learned our lesson.

Elena Coman
Asociația Techsoup

For me, 2020 was the year in which the word “impossible” lost its meaning. The way my students adapted to the online context and to the many changes makes everything seem possible.

Maria Prisecaru
6th generation Teach for Romania teacher

VOICES FROM THE COMMUNITY



I discovered the power of empathy, of strategic thinking, of the relationships built in the classroom and in the community. And that the obstacle is often the way.

Adrian Dumitrescu
7th generation Teach for Romania teacher

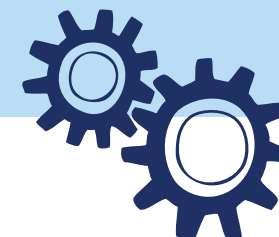


Looking back at 2020, I won't remember the pressure, the stress, the sense of limitation and helplessness – whether my own or of others. I will never forget the recipe to cross a crisis moment like this – supporting partners, ready to listen, share their experience and then lending a hand to help you safely cross this turbulent period.

Ovidiu Ana
Fundația Progress

For the Teach for Romania team, 2020 was a good moment to take a step back and look at ways to help our educational model evolve, and how we can think innovatively to become more agile, more efficient and able to reach as many students as possible.

Vlad Alexe
Teach for Romania Organizational Development Director



Left: Teach for Romania Teacher holding an online class



CodeKids



Teaching the Future



Teach for Romania



Teaching the Future



CodeKids



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ACTIVE GRANTS



LEGEND



Grants for programs under the Rural Economy priority



Grants for programs under the Technology and Innovation priority



Grants for programs under the Civic Engagement priority






















































Grants for education programs

PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
(EDU)	Asociația Calemis	Innovation Labs 2020 – Iași	24,600	24,600	23,600
	Asociația Code4Romania	Code for Romania	418,800	-	177,000
	Asociația Code4Romania	Funding Data Platform	2,230	-	-
	Asociația Code4Romania	Donors platform	5,604	5,604	5,604
	Asociația Envision	Galantom – Accelerate Development of Peer-to-peer Fundraising in Romania	85,000	40,000	44,000
	Asociația Expert Forum	Strengthening the capacity of the NGO sector in Romania to comply with GDPR and AML legislation	73,000	-	-
	Asociația Media DoR	Focus on Rural Development	332,417	76,712	176,000
(EDU)	Asociația One World Romania	One World Romania at School	75,000	-	1,000
	Asociația pentru Educație Antreprenorială	Capacity Building Grant	15,000	-	15,000
	Asociația pentru Relații Comunitare	Support for New Community Foundations Initiatives and for Strategic Planning Revision for Old Community Foundations	189,427	-	16,612
	Asociația pentru Relații Comunitare	From Crisis to Resilience	45,000	45,000	44,000
	Asociația pentru Relații Comunitare	Support for Community Foundations	75,000	75,000	40,000
(EDU)	Asociația Română de Dezbateri, Oratorie și Retorică	Debate Education Network 2,0	200,000	65,000	65,000























PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
(EDU)	Asociația Teach for Romania	Teach for Romania – Sustainable Growth	340,000	-	12,000
(EDU)	Asociația Teach for Romania	Maturity Stage and Digitalization	150,000	150,000	110,000
(EDU)	Asociația Tech Lounge	Innovation Labs – Consolidation Stage	306,970	133,300	121,000
(EDU)	Asociația Techsoup Romania	Accelerate Your Computer Science Teaching, Year 1	250,000	125,000	125,000
(EDU)	British Council	English for the Community – British Council	250,000	-	40,000
(EDU)	British Council	English for the Community – British Council	75,800	75,800	45,500
(EDU)	Centrul de Evaluare și Analize Educaționale	Science Education Reform: Improving Scientific Literacy (IBL), Year 1	300,000	-	-
(EDU)	Centrul de Evaluare și Analize Educaționale	Impact Study Design for Fizica Altfel Program	124,500	-	35,000
(EDU)	Centrul de Evaluare și Analize Educaționale	Science Education Reform (Fizica Altfel) - Consolidating the Use of IBL in Teaching Physics	118,384	118,384	60,000
	Centrul de Mediere și Securitate Comunitară	Roads și Merinde Food Hub – Start-up Grant, Year 1	263,952	50,000	50,000
(EDU)	Centrul de Resurse în Comunicare	Online School (Școala pe Net) – Khan Academy	15,000	15,000	14,000
(EDU)	Centrul pentru Educație Economică și Dezvoltare din România	Capacity Development for Agricultural High Schools (CADAS), Year 3	101,385	-	-
(EDU)	Centrul pentru Jurnalism Independent	Teaching Media Literacy	340,000	-	1,365
(EDU)	Centrul pentru Jurnalism Independent	Teaching Media Literacy – Phase II	236,000	119,000	159,400





PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)	PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
 	Centrul Român pentru Politici Europene	Research and advocacy for Positioning Agricultural High Schools as Hubs, Year 3	131,000	-	40,000		Fundația Comunitară Bacău	Capacity building of Bacău Community Foundation – II	25,000	25,000	25,000
 	Centrul Român pentru Politici Europene	Agricultural High Schools Program – Research and Advocacy for the Development of the Next Generation of Farmers in Romania	46,700	46,700	31,000		Fundația Comunitară Bacău	Reserve Fund Challenge Program FC BC	5,879	-	-
 	Clusterul de Energii Sustenabile din România ROSENC	Innovation Labs Timișoara	41,250	15,250	19,250	 	Fundația Comunitară Brașov	Brașov Știintescu Fund, Third Edition	18,000	-	-
 	Council on International Educational Exchange	Professor Development and Networking Program	1,320,820	170,000	170,000		Fundația Comunitară Brașov	Capacity Building of Brașov Community Foundation	40000	-	-
 	Federația Fundațiile Comunitare din România	National Support and Synergy for the Știintescu Fund, Year 3	50,000	-	1,000		Fundația Comunitară Brașov	Capacity Building of Brașov Community Foundation – II	25,000	25,000	-
	Federația Fundațiile Comunitare din România	FFCR Capacity Building	50,000	25,000	25,000	 	Fundația Comunitară București	Capacity Building of Bucuresti Community Foundation	40,000	-	-
	Federația Fundațiile Comunitare din România	National Support Program for Community Foundations 2020-2022	55,000	55,000	40,000	 	Fundația Comunitară București	București Știintescu Fund, Second Edition	21,000	-	500
	Fundația Ashoka	Ashoka Romania: Everyone a Changemaker	113,626	-	43,626		Fundația Comunitară București	Fundraising Communication Campaign for Bucureștiul Pregătit	5,000	-	-
	Fundația Ashoka	Consolidating a Changemaking Romania	130,000	130,000	115,000		Fundația Comunitară București	Capacity Building of Bucharest Community Foundation II	44,000	40,000	40,000
 	Fundația Civitas pentru Societatea Civilă	Helyénvaló Helyit! Food Hub – Start-up Grant, Year 1	265,403	50,000	50,000		Fundația Comunitară Cluj	Capacity Building of Cluj Community Foundation	48,000	8,000	8,000
 	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Nod Verde Food Hub – Start-up Grant, Year 1	346,573	85,000	85,000		Fundația Comunitară Cluj	Capacity Building of Cluj Community Foundation – II	25,000	25,000	25,000
 	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	From Agricultural High School to Becoming Farmer	266,025	-	83,000	 	Fundația Comunitară din Odorheiu Secuiesc	Capacity Building for Odorheiu Secuiesc Community Foundation	40,000	-	-
 	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	CoopNet 2.0 – Learning and Growing Together	199,970	109,970	135,000	 	Fundația Comunitară din Odorheiu Secuiesc	Odorheiu Secuiesc Știintescu Fund, Third Edition	11,270	-	500
 	Fundația Civitas pentru Societatea Civilă - Filiala Cluj Napoca	Agricultural High Schools Program – Research and Advocacy for the Development of the Next Generation of Farmers in Romania	102,436	102,436	-		Fundația Comunitară din Odorheiu Secuiesc	Reserve Fund Challenge Program	24,959	11,129	11,129
	Fundația Comunitară Bacău	Capacity Building of Bacău Community Foundation	40,000	-	-	 	Fundația Comunitară din Odorheiu Secuiesc	Capacity Building for Odorheiu Secuiesc Community Foundation – II	25,000	25,000	25,000
						 	Fundația Comunitară Galați	Galați Știintescu Fund, Second Edition	16,500	-	-
							Fundația Comunitară Galați	Capacity Building of Galați Community Foundation	55,000	15,000	35,000
						 	Fundația Comunitară Galați	Galați Știintescu Fund, Third Edition	3,000	3,000	3,000

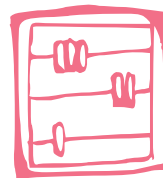

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PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
	Fundația Comunitară Galați	Capacity building of Galați Community Foundation – II	25,000	25,000	-
	Fundația Comunitară Iași	Capacity Building of Iași Community Foundation	40,000	-	-
	Fundația Comunitară Iași	Capacity Building of Iași Community Foundation – II	25,000	25,000	25,000
	Fundația Comunitară Iași	Reserve Fund Challenge Program	32,908	32,908	32,908
 	Fundația Comunitară Mureș	Mureș Științescu Fund, Third Edition	17,000	-	500
	Fundația Comunitară Mureș	Capacity building of Mureș Community Foundation	40,000	-	-
	Fundația Comunitară Mureș	Capacity building of Mureș Community Foundation – II	25,000	25,000	25,000
	Fundația Comunitară Mureș	Reserve Fund Challenge Program	18,195	18,195	18,195
	Fundația Comunitară Oradea	Capacity building of Oradea Community Foundation	40,000	-	-
	Fundația Comunitară Oradea	Capacity Building of Oradea Community Foundation – II	25,000	25,000	25,000
	Fundația Comunitară Oradea	Reserve Fund Challenge Program	15,198	15,198	15,198
 	Fundația Comunitară Prahova	Prahova Științescu Fund, Second Edition	30,500	26,000	26,000
	Fundația Comunitară Prahova	Capacity Building of Prahova Community Foundation	40,000	-	-
	Fundația Comunitară Prahova	Capacity building of Prahova Community Foundation – II	25,000	25,000	15,000
 	Fundația Comunitară Sibiu	Sibiu Științescu Fund, Third Edition	19,000	-	-
	Fundația Comunitară Sibiu	Capacity building of Sibiu Community Foundation	40,000	-	-
	Fundația Comunitară Sibiu	Capacity building of Sibiu Community Foundation – II	35,000	35,000	35,000
 	Fundația Comunitară Țara Făgărașului	Țara Făgărașului Științescu Fund, First Edition	56,625	-	500

PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
	Fundația Comunitară Țara Făgărașului	Capacity Building of Țara Făgărașului Community Foundation	40,000	-	-
	Fundația Comunitară Țara Făgărașului	Capacity Building of Țara Făgărașului Community Foundation – II	25,000	25,000	25,000
	Fundația Comunitară Țara Făgărașului	Reserve Fund Challenge Program	9,961	9,961	9,961
 	Fundația Comunitară Timișoara	Timișoara Științescu Fund, Second Edition	21,000	-	500
	Fundația Comunitară Timișoara	Capacity Building of Timișoara Community Foundation	40,000	-	-
 	Fundația Comunitară Timișoara	Timișoara Științescu Fund, Third Edition	15,385	11,385	11,385
	Fundația Comunitară Timișoara	Capacity Building of Timișoara Community Foundation – II	25,000	25,000	-
	Fundația Friends for Friends	Marketing & Communication Polyclinic	225,639	13,804	15,639
 	Fundația Friends for Friends	Agricultural High Schools – Communication Campaign	17,500	17,500	17,000
	Fundația Friends for Friends	Marketing & Communication Polyclinic	168,000	168,000	166,000
 	Fundația Noi Orizonturi	Green IMPACT	195,000	105,000	105,000
	Fundația OpenFields	Nord Natural Food Hub – Start-up Grant	265,400	50,000	50,000
	Fundația pentru Dezvoltarea Societății Civile	The Civic Innovation Fund – Closer to the Grassroots	870,710	-	38,578
	Fundația pentru Dezvoltarea Societății Civile	Organizational Support for Covid-19	50,000	50,000	49,000
	Fundația pentru Parteneriat	Green Entrepreneurship 3: Development of Ecotourism Destinations, Consolidation Stage	850,000	425,000	387,500
 	Fundația Progress	CODE Kids – Coding for Kids in Libraries	300,000	100,000	100,000
	German Marshall Fund	Transatlantic Leadership Initiatives	75,000	-	-

PRIORITY	ORGANIZATION	PROGRAM NAME	AGREEMENT AMOUNT (\$)	CONTRACTED 2020 (\$)	DISBURSED 2020 (\$)
 	Institutul Intercultural Timișoara	Project Citizen	400,000	100,000	100,000
 	Junior Achievement România	Agricultural High School Program – AgriBusiness in School	250,000	-	78,769
 	Junior Achievement România	The Entrepreneurial University, Second Edition	260,000	-	115,000
 	Junior Achievement România	Agricultural High School Program – AgriBusiness in School	84,100	84,100	-
 	Junior Achievement România	The Entrepreneurial University, Third Edition	100,000	100,000	50,000
 	Romanian-U.S. Fulbright Commission	Professor Development and Networking Program	221,200	-	-
 	Universitatea din București	International Civic and Citizenship Education Survey 2022	40,000	-	-
 	Universitatea din București	RAF Postdoctoral Fellowship in Science Education	40,000	40,000	20,000
 	Universitatea din București	International Computer and Information Literacy Study 2023	30,000	30,000	-
 	World Vision Romania	Merindar Food Hub – Start-up Grant	214,588	-	1,588
	World Vision Romania	Agricultural High Schools – Hubs for the Development of Small and Medium Farms	268,475	-	82,000
 	World Vision Romania	Agricultural High Schools Program – Proud to Be Farmer	98,800	98,800	-
GRAND TOTAL			13,794,664	3,790,736	4,033,307



The last RAF all-staff meeting, just before the lockdown, March 2020



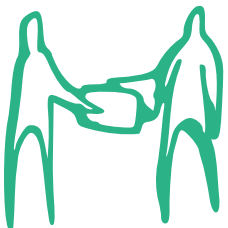
PROGRAM-RELATED INVESTMENTS (PRIs)



Program Related Investments are soft loans and repayable grants to support the cash flow or investment of qualified Romanian organizations that have charitable purposes aligned with RAF's mission. RAF developed the PRI mechanism in order complement the other mechanisms used by the organization to achieve programmatic results. RAF also uses PRIs to expand its impact. The capital used in PRIs is repaid, meaning that the invested funds are recycled into new charitable endeavors.

RAF is the first foundation in Romania to offer this financial instrument.

BORROWER	PURPOSE	APPROVED (\$)	DISBURSED (\$)	OUTSTANDING (\$)
PRI to a Bank for Student Loans	Guarantee and Cash Collateral	77,000	77,000	16,500
Asociația Media DoR	Working capital	50,000	50,000	0
Fundația Civitas pentru Societatea Civilă	Headquarters acquisition	105,600	105,600	0
Fundația pentru Dezvoltarea Societății Civile	Working capital	200,000	200,000	75,000
„Roade și merinde” Local Hub Iași	Bridge Loan For EU-funded Project	40,000	40,000	40,000
Fundația „Centrul de Mediere și Securitate Comunitară”	Bridge Loan For EU-funded Project	40,000	40,000	40,000
TOTAL PRI		512,600	512,600	171,500



A close-up photograph of a person's hands working on a desk. One hand holds a silver pen, and the other is pressing buttons on a black calculator. The desk is covered with various financial documents, including a large circular chart and several sheets of paper with tables and graphs. The lighting is warm and focused on the hands and the calculator.

CONSOLIDATED FINANCIAL STATEMENTS AS OF AND FOR THE YEAR ENDED DECEMBER 31, 2020

Romanian-American Foundation is audited by KPMG Audit SRL.

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

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
AS OF DECEMBER 31, 2020 AND 2019

CONSOLIDATED STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2020 AND 2019

ASSETS	DECEMBER 31, 2020 (\$)	DECEMBER 31, 2019 (\$)
Marketable Investments, at fair value (Notes 38):		
Mutual Funds – Equity	88,061,516	79,957,138
Mutual Funds – Fixed Income	48,717,546	45,646,889
Mutual Funds – Other	22,901,852	20,393,856
Non-marketable investments, at fair value (Note 8)	2,231,624	611,770
Cash and cash equivalents (Note 3)	6,915,198	7,313,706
Cash restricted in bank deposits as collateral for student loans guarantee (Note 3)	16,500	16,500
Program related investments, committed (Note 3 and Note 9)	155,000	248,449
Prepaid expenses and other assets	2,885	230,059
Fixed Assets, net (Note 11)	3,377,029	3,328,199
TOTAL ASSETS	172,379,150	157,746,565
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	138,922	112,735
Program related investments, payable (Note 3 and note 9)	-	50,000
Grants payable (Note 3 and Note 9)	1,224,162	1,468,144
TOTAL LIABILITIES	1,363,084	1,630,879
NET ASSETS (NOTE 5)		
NET ASSETS WITHOUT DONOR RESTRICTIONS		
Board Designated Endowment Fund (Note 6)	166,928,910	152,913,055
Fixed Assets, Net (Note 11)	3,377,029	3,328,199
Undesignated (Note 5)	710,128	(125,568)
TOTAL NET ASSETS WITHOUT DONOR RESTRICTIONS	171,016,066	156,115,686
TOTAL LIABILITIES AND NET ASSETS	172,379,150	157,746,565

CONSOLIDATED STATEMENTS OF ACTIVITIES

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
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CONSOLIDATED STATEMENTS OF CASH FLOWS
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CHANGES IN NET ASSETS	YEAR ENDED DECEMBER 31, 2020 (\$)	YEAR ENDED DECEMBER 31, 2020 (\$)	YEAR ENDED DECEMBER 31, 2020 (\$)
	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
INCOME			
Realized gain on sale of non-marketable investments (Note 8)	476,490	-	476,490
Interest and dividend income, net (Note 8)	3,839,657	-	3,839,657
TOTAL INCOME	4,316,147	-	4,316,147
EXPENSES			
Employee compensation and benefits	647,299	-	647,299
Occupancy expenses	165,328	-	165,328
Professional services	301,348	-	301,348
Trustees' expenses	38,916	-	38,916
Administrative and other	152,754	-	152,754
Depreciation and amortization	101,196	-	101,196
TOTAL OPERATING EXPENSES (NOTE 10)	1,406,842	-	1,406,842
GRANTS AWARDED TO OTHER ORGANIZATIONS (NOTE 9)	3,785,709	-	3,785,709
INCOME IN EXCESS OF GRANTS AWARDED AND OPERATING EXPENSES	(876,403)	-	(876,403)
Net realized gain on marketable investments (Note 8)	2,584,560	-	2,584,560
Net unrealized gain on marketable investments (Note 8)	10,869,043	-	10,869,043
Net unrealized gain on non-marketable investments (Note 8)	2,231,624	-	2,231,624
Net currency remeasurement (losses)/gains (Note 3 and Note 8)	91,556	-	91,556
INCREASE IN NET ASSETS	14,900,380	-	14,900,380
NET ASSETS, BEGINNING OF YEAR	156,115,686	-	156,115,686
NET ASSETS, END OF THE YEAR	171,016,066	-	171,016,066



CONSOLIDATED STATEMENTS OF ACTIVITIES

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CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2020 AND 2019

CHANGES IN NET ASSETS	YEAR ENDED DECEMBER 31, 2019 (\$)	YEAR ENDED DECEMBER 31, 2019 (\$)	YEAR ENDED DECEMBER 31, 2019 (\$)
	WITHOUT DONOR RESTRICTIONS	WITH DONOR RESTRICTIONS	TOTAL
INCOME			
Realized gain on sale of non-marketable investments (Note 8)	681,458	-	681,458
Interest and dividend income, net (Note 8)	3,880,289	-	3,880,289
TOTAL INCOME	4,561,747	-	4,561,747
EXPENSES			
Employee compensation and benefits	670,451	-	670,451
Occupancy expenses	162,739	-	162,739
Professional services	273,204	-	273,204
Trustees' expenses	125,703	-	125,703
Administrative and other	220,109	-	220,109
Depreciation and amortization	98,438	-	98,438
TOTAL OPERATING EXPENSES (NOTE 10)	1,550,643	-	1,550,643
GRANTS AWARDED TO OTHER ORGANIZATIONS (NOTE 9)	3,560,262	-	3,560,262
INCOME IN EXCESS OF GRANTS AWARDED AND OPERATING EXPENSES	(549,158)	-	(549,158)
Net realized gain on marketable investments (Note 8)	899,040	-	899,040
Net unrealized gain on marketable investments (Note 8)	17,351,602	-	17,351,602
Net currency remeasurement (losses)/gains (Note 3 and Note 8)	(29,401)	-	(29,401)
INCREASE IN NET ASSETS	17,672,083	-	17,672,083
NET ASSETS, BEGINNING OF YEAR	138,443,603	-	138,443,603
NET ASSETS, END OF THE YEAR	156,115,686	-	156,115,686



CONSOLIDATED STATEMENTS OF CASH FLOWS

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
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CONSOLIDATED STATEMENTS OF ACTIVITIES
FOR THE YEARS ENDED DECEMBER 31, 2020 AND 2019

CONSOLIDATED STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2020 AND 2019

	YEAR ENDED DECEMBER 31, 2020 (\$)	YEAR ENDED DECEMBER 31, 2019 (\$)
CASH FLOWS FROM OPERATING ACTIVITIES		
CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS	14,900,380	17,672,083
ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS WITHOUT DONOR RESTRICTIONS TO NET CASH USED BY OPERATING ACTIVITIES		
Net realized (gain)/loss on marketable investments	(2,584,560)	(899,040)
Net realized (gain)/loss on sales of non-marketable investments	(476,490)	(681,458)
Net unrealized (gain)/loss on marketable investments	(10,869,043)	(17,351,602)
Net unrealized (gain)/loss on non-marketable investments	(2,231,624)	-
Net unrealized FX (gain)/loss on non-marketable investments	(52,804)	13,610
Depreciation and amortization	101,196	98,438
Decrease/(Increase) in cash collateral guarantees	-	27,500
Decrease/(Increase) in program related investments, assets	93,449	156,650
Increase /(Decrease) in program related investments, payables	(50,000)	-
Increase/(Decrease) in grants payable	(243,983)	(488,762)
Decrease/(Increase) in prepaid expenses	227,174	(193,255)
Increase/(Decrease) in accounts payable and accrued expenses	26,188	(13,046)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	(1,160,117)	(1,658,882)
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sales of marketable investments	38,070,350	36,233,166
Proceeds from sales of non-marketable investments	1,141,064	1,296,911
Cost of marketable investments purchased	(38,299,779)	(39,595,920)
Cost of fixed assets	(150,026)	(33,097)
Net cash provided by investing activities	761,609	(2,098,940)
Net decrease in cash and cash equivalents	(398,508)	(3,757,822)
Cash and cash equivalents, beginning of year	7,313,706	11,071,528
Cash and cash equivalents, end of year	6,915,198	7,313,706





PEOPLE

In October 2020, since we could not hold our annual meeting with our grantees, we sent them masks with the message "Stay safe!"



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Asociația Code4Romania

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Asociația Expert Forum

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Fundația Comunitară Cluj

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 Timișoara

Fundația Comunitară Țara Făgărașului

Fundația Comunitară Vâlcea

Fundația Friends for Friends

Fundația Noi Orizonturi

Fundația OpenFields

Fundația pentru Dezvoltarea Societății Civile

Fundația pentru Parteneriat

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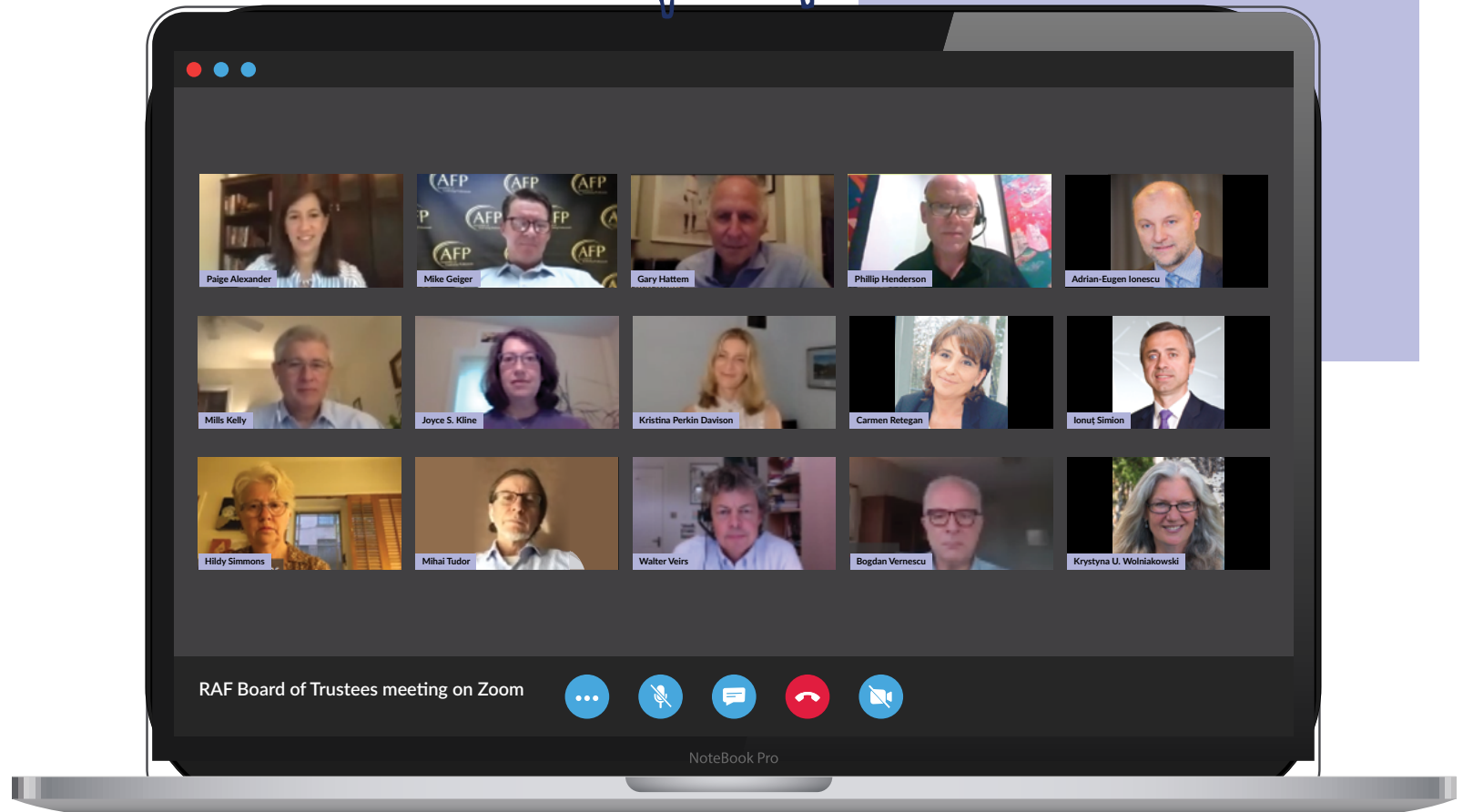
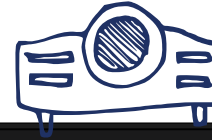
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We would like to thank the members of the Fulbright-RAF Scholar Award selection committee:

Mircea Dumitru

Laura Lyons

Duncan Moore

Alma Pentescu

Vladimir Tanasiev

A special thank you to Karen Cator, Ioana Damian, and Alan November for the webinar *Keep on Learning! Online challenge - American Support for Romanian NGOs to Design and Deliver Online Teachers Training.*



THANK
YOU!

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