

# The ruins speak participative democracy in interactive theatre



## COOPERATION GUIDE WITH LOCAL AUTHORITY



ASOCIAȚIA  
"MUSCEL PENTRU  
EDUCAȚIE ȘI CULTURĂ"



PROJECT FINANCED BY THE  
EUROPEAN UNION THROUGH THE  
"YOUTH IN ACTION" PROGRAM

Romania  
Greece  
Turkey



**Campulung Muscel - August 2010**

Any modern urban community must assimilate and promote a strategic vision regarding its future development. The lack of such vision leads to a chaotic administrative activity, which determines loss of opportunities and irrationally consuming of valuable resources.

International experience has shown that operational projects and programs work best when part of a coherent scheme and when there is coordination at a strategic level.

After the project "**The ruins speak - participative democracy through interactive theater**" outlined the need to elaborate a development strategy proposed by the young participants on the basis of their observations and surveys made in the community. Considering they are the ones who will live and work in the Campulung community, they are not indifferent to the directions the community will follow in its future development.

The main methodological steps of this strategy were the following: conducting a preliminary analysis to establish the vision for community development, analysis of the main areas of interest to youth and drafting a document with proposals to improve the areas that interest them.

The principles that were the basis for drafting proposals were: community involvement, transparency, objectivity, consistency and continuity of approach.

To bear fruit, however, these proposals must be accompanied by promotion at the local administrative level, an integrated strategic management at all levels, able to identify and exploit emerging opportunities in the community.

Any urban community has specific characteristics that distinguish it from other similar communities and any development plans should be structured according to these characteristics.

The most important questions are: ***What distinguishes Campulung from other cities in Romania and in the region (Central and Eastern Europe)? What are the positive and negative strategic elements can be identified in our town?***

Proposals have been drafted according to the existing environment – following an analysis of the current situation. Members of the community were interviewed and statistical data were analyzed. A strategic profile of the city was drafted following these activities (the profile includes all local features that are likely to affect - positively or negatively - and to determine long-term development of Campulung).

The proposed vision for Campulung: an attractive tourist destination, a pleasant place to live, to work and study, a town with accountable and open local authorities, active citizens and a dynamic and involved business.

**Positive features:** *the existence of an administrative potential, a potential for tourism potential, a associative potential, a great potential in terms of innovation and creativity. In summary, we believe that the analysis strategic profile regarding "positive" characteristics indicates important assets of the Campulung community.*

**Negative features:** *constraints due to geographical positioning, shortcomings in connection to major transport routes, insufficient coordination between actors in the community, difficulties with*

*effective management of local resources, poor quality of services, labor migration, issues related to human resources, limited access to information and services, poor representation and promotion of the town's interests at national and regional level, low valuing of cultural potential.*

The following conclusions were basis of preparation of the present document:

- Town's development is not just a local authority problem; it involves the desire and the ability of the community to define strategic objectives and translate them into operational programs.
- Campulung faces specific problems of a under-developed town. The local community should assume this position and seek solutions.
- Campulung is far above other similar communities because of intelligence, mobilization and entrepreneurship resources available. Using of these resources can lead to development of a unique creative and innovative profile in the area.
- Campulung has a very strong strategic profile regarding the development of cultural tourism (a "touristic-cultural city").
- Campulung holds great potential to improve the quality of local democracy (based on the high level of public education, entrepreneurship)
- Improved quality of life in the Campulung community is a strategic objective indispensable for further development of the town
- The existence of efficient public administration is essential for the strategic development of the town

### **General areas of development:**

#### **1. Development and economic competitiveness, including tourism development**

Creating a competitive business environment that is attractive for domestic and foreign investment; efficient management of local economic development; capitalization of the touristic potential of the historical center and the historical surroundings of Campulung; promoting the following types of tourism: cultural tourism, religious tourism, events tourism, short-term recreational tourism, weekend tourism, etc.

#### **2. Urban development (urban planning, urban design, infrastructure, environment)**

Connecting Campulung to major transport routes, urban infrastructure modernization, preservation of existing green areas and layout of new green areas;

#### **3. Human Resource Development**

Creating a framework in which interested parties (schools, local administration, business

community and civil society) are able to coordinate their efforts and satisfy mutual interests; improving communication and circulation of information among community actors having the local authorities as key factors; increasing the attractiveness of the labor market in Campulung; profiling and adapting training and professional training of the human resource to local needs.

#### **4. Community Development including**

**Youth Policies:** Increasing access to information; increasing civic participation; development of activities with a non-formal education character; encouraging entrepreneurship initiatives among young people; inclusion of sections devoted to youth within the development strategies

**Sport Policies:** Developing “Sport for All”; development of physical education school activities; sport performance support; development of material / recreation and sport;

**Culture Policies:** creation of appropriate spaces for cultural institutions and organizations; raising dynamics of the Campulung cultural life; increasing quality of supply and demand of the cultural products; increasing sustainability of cultural institutions; developing partnerships between cultural operators, business community and local government;

**Social Services Policies:** Developing inter-institutional and civil society structures communication.

**Health Policies:** Developing projects and partnerships regarding prevention and raising awareness about the risk of transmissible and chronic diseases; developing projects and partnerships regarding family planning and reproductive health;

**Non-governmental and non-profit organizations Policies:** Development of the nonprofit sector in Campulung; development of relations between the nonprofit sector, business community and public administration; improvement of NGOs’ capacity to attract European funds and effectively manage resources according to local needs.

#### **4.1. YOUTH POLICY**

Actions in this area are based on a better use of one of the most important resource: **youth**.

##### **4.1.1. Development directions:**

- Providing conditions for a smooth and better process of formal education
- Increasing access to information in different as well as developing professional advice services in schools;
- Increasing civic participation of youth - establishing youth representative structures and

chosen by the youth to act as a discussion partner for local authorities, in order to promote the needs as perceived by them, as well as and supporting them to pursue their own projects to address these problems;

- Supporting NGOs for running activities with a non-formal educational character for youth;
- Encouraging entrepreneurial initiatives among young people and forging a framework for creating jobs for youth;

## **4.2. POLICIES FOR SPORT**

### **4.2.1. Identified Problems:**

- Poor representation of mass sport activities
- Difficulties regarding physical education in schools
- Lack of support for sports performance
- Sports / recreation activities logistics - limited

### **4.2.2. Development directions:**

- Development of sport for all;
- Development of physical education activities in schools;
- Support for sports performance;
- Development of sports / recreation activities logistics;

### **4.2.3. Proposed programs:**

#### ***The Route of Health***

Development of a route of health in each district of the town, construction of playgrounds for the Kindergarden No 4 and No 7; roller-blades tracks, a mountain biking trail on the Grui Hill

#### ***Diversification of sport activities***

Diversification of mass sports activities such as rock climbing (mounting of a panel or climbing tower in one of the town's or neighborhood in or at the town's stadium, cycling, ice skating, climbing etc.)

#### ***Establish a calendar of sporting events in the city of Campulung***

Making of an annual calendar of sporting events through collaboration between the City Hall and the sports clubs. In order to increase the visibility of all sports clubs they will be able to present on the City Hall's website their activity and working hours (days, hours, ages of participants to activities, number of weekly meetings etc).

### ***Program to promote sports***

Organizing an annual event – in spring - to promote sports and to fight sedentary.

### ***Rehabilitation and upgrading of existing sports logistics and courts***

- Skating rink, tennis and football courts etc.

### ***Rewarding athletes to keep them in the community***

Keeping in the community of those athletes who have achieved national or international notable performances.

### ***Establishing a bike track and a roller-blades track***

Construction of a bike track and of a roller-blades track in Campulung.

## **4.3. CULTURAL POLICY**

### **4.3.1. Identified Problems:**

- Lack of appropriate areas for the activities of cultural institutions and organizations;
- Low dynamic of the Campulung cultural life;
- Lack of sustainability of cultural institutions;
- Insufficient emphasis on developing partnerships between cultural operators, business community and local government;

### **4.3.2. Development directions:**

- Providing adequate space for cultural institutions and organizations;
- Increasing dynamic of cultural life: raising the quality of cultural offer and demand for cultural products;
- Increasing the sustainability of cultural institutions;
- Develop partnerships between cultural operators, business community and local government;

### **4.3.3. Proposed programs:**

#### ***Establishing of a cultural-artistic and conferences complex***

Establishing of a cultural-artistic and conferences complex to host cultural events, daily activities of cultural operators in Campulung and to provide creation and exhibition space for artists (within the Baile Kretzulescu Project).

### ***Revitalization of The History and Ethnography Museum***

Revitalization of the History and Ethnography Museum, its integration into a circuit of performances and craft workshops. It may host performances (concerts, theater, etc.); the organizing of the “Night of Museums” in Campulung.

### ***Developing partnerships***

Developing partnerships between public cultural institutions and the independent cultural sector; opening the space of such institutions for events of independent artists or creation groups

### ***Improving of cultural activities promotion***

Sustaining public development activities throughout the year by the cultural institutions and organizations – organizing events subsequent to main cultural programs dedicated to artistic education and to the dialogue with the public, debates and workshops open to the public

### ***Supporting the mobility of artists and cultural products***

Supporting the mobility of artists and cultural product; presentation of local cultural production in other locations in the country and abroad; encouraging local artists’ presence at festivals and major international events; presenting major artistic productions in Campulung.

### ***Organizing a gala to be present / award creations and creators*** in Campulung

Organizing of an Annual Cultural Gala where creations and creators in Campulung are presented/awarded.

### ***Promoting cultural activities***

The proposal aims at increasing cultural activities promotion in Campulung in order to become more accessible to the population, but also at promoting cultural products made by different categories of artists (eg. Young graduates).

### ***Protecting and marking of the old buildings with historical and cultural value***

Protecting old buildings with historical and cultural value in Campulung by prohibiting displaying of advertising banners and by their promoting them and their historical meaning with plaques in both Romanian and English.

### ***"Campulung Cultural Days" Festival***

Organizing of the Festival “Campulung Cultural Days” to show cultural products made by local artists from different areas: theater, film, painting, sculpture, graphics, etc..

### ***Organizing cultural tours in Campulung***

Organizing cultural tours in Campulung by building partnerships with local churches to bring them into a cultural circuit (possibility for tourist to enter their towers) and by transforming Negru Voda Monastery Tower and Baratiei Tower into small cultural centers.

### ***Organizing of a Touristic Film Festival***

Organizing of an Annual Touristic Film Festival

### ***Attracting major events (including mass culture events) in Campulung***

Attracting and organizing of large cultural events, including pop events, to meet the expectations of younger people.

### ***Encouraging partnerships between cultural and artistic institutions and private firms***

Developing partnerships between cultural operators and private companies interested in this field in order to promote cultural projects and cultural diversion in Campulung.

### ***Partnership between local media and the cultural sector***

In order to have a better promotion and visibility for materials with a cultural content, it is necessary to have a partnership between the cultural operators and the local media.

## **4.4. POLICIES IN THE FIELD OF SOCIAL SERVICES**

### **4.4.1. Identified problems:**

- Local government inability to deal with all the social needs of the community.
- Poor representation of programs that address child protection (de-institutionalized children and young people leaving the child protection system, children victims of family violence)
- The issue of adults in difficulty, socially excluded or at risk of marginalization.
- The problem of extreme poverty (poor families and single people, homeless people, elderly, disabled)
- People who are victims of domestic violence;
- Alcohol and drug addicts;
- Lack of social housing;

### **4.4.2. Development directions:**

- Creating an individualized continuum of social services, focusing on the needs of people in need
- Development of inter-institutional and civil society structures communication. Extension of

social partnership - institutions, NGOs, citizens, local, county

- Leasing services to private non-profit partners (NGOs)
- Investment in training / professional development
- Reducing existing local imbalances, limiting of extreme poverty, gradual absorption of poverty of active people and those who have completed their life cycle (pensioners).

#### **4.4.3. Proposed Programs**

***Establishment of new services or expand existing ones to increase their accessibility (day care centers, social kindergartens, social homes, multifunctional centers, etc.).***

***Organizing public information and awareness campaigns on the issue of abuse, violence and exploitation***

Against the background of industrial restructuring and the emergence of the phenomenon of unemployment, the chronicity of poverty in certain segments of the population, misunderstood freedom, violence transmitted by the media, with gaps in education, training and some low level of individual psychosocial features, the number of abuse and domestic violence cases increased.

***Setting up a local information center to provide advice and cover all areas of interest***

The town currently has a number of specialized services for information and advice (especially in schools). We consider a priority to develop a partnership with these organizations, to identify any uncovered domains or areas (e.g. neighborhoods, social groups or fields of information). Priority will be given to supporting services that aim at informing and offering advice for children, family, domestic violence and fighting drug abuse and other social areas.

***Leasing specialized services to accredited organizations***

Local administration alone cannot provide the full range of specialized social services. Assuming social services exclusively by the local authorities will decrease the involvement of citizens in this community problem. There is also a risk of increasing costs of these services by unilateral involvement. The measure aims to provide specialized social services through their concession to accredited organizations.

***Organizing public awareness campaigns to increase community acceptance of people at risk of social exclusion (minority groups, persons with disabilities, people with HIV)***

Economic changes have resulted in social changes, leading to social phenomena and behaviors that induced exclusion of categories or groups of individuals: the Roma community, persons with disabilities, people infected with HIV. The phenomenon of social exclusion / self-exclusion is found

in many situations where an individual is "different" than the others.

***Developing a volunteer program and implicating volunteers in providing services to people at risk of social exclusion***

A culture of volunteering is very faint in our town. A problem of civic culture and mentality, volunteering is also a matter of resources in a society in the process of restructuring and shaping of social groups: poor, middle class, rich and very rich. Services performed by volunteers from the community have two fundamental advantages: low personnel costs without prejudice to volume of activities and increasing of the level of social inclusion of marginalized and disadvantaged people.

***Development and management of social services according to local needs***

Identifying those areas where social services offered at the local level are not sufficient or are not provided at acceptable quality standards and creating new services through a close coordination with other community actors with relevant expertise.

***Subsidies from the local budget or from other suppliers for social services provided by NGOs***

Associations and foundations in Campulung that establish and manage social services units may receive subsidies from local budgets or other suppliers. The purpose of this measure is to encourage activities of associations and foundations in the interest of people assisted, using other financial resources than their own.

***Concession of social services to NGOs***

The town Council through its current specialized structure and with human resources available cannot cover the full range of needs in the community (housing and shelter for adults and children, neuro-motor rehabilitation, meals on wheels for those unable to leave their home, etc.) The local administration should work with nonprofit organizations to facilitate beneficiaries' access to social services in Campulung.

***Organization of thematic workshops, case conferences, awareness campaigns***

The local community is not effectively involved in social issues. Public manifestations in this regard have been very few, and those that were held had a low media coverage. Participation of professionals in various institutions and organizations in thematic workshops and / or case conferences shall increase communication, facilitate a common approach to difficult situations and increase inter-institutional collaboration. Organizing awareness campaigns shall raise the level of implication of the local community in the social issues.

### ***Assuming of successful experiences from the partnership models of the twin cities of Campulung***

Although Campulung is twinned with several cities outside the country, the experience in social services they have gained has not been exploited in Campulung.

### ***Developing a volunteering program by attracting local people and material resources in the community***

There are many people of different ages who wish to participate in the community's life and to help others in Campulung. However, the community's potential is under-exploited in this area. It is estimated that the rise in the number of active volunteers at community level will increase the efficiency of social services and community involvement in the development of social services.

## **4.5. HEALTH POLICY**

### **4.5.1. Identified problems:**

- The incidence of transmissible diseases and chronic diseases
- The incidence of problems related to lack of knowledge about family planning services and reproductive health.

### **4.5.2. Development directions:**

- Development of projects and partnerships regarding prevention and raising awareness about the risk of transmissible and chronic diseases
- Development of projects and partnerships in family planning and reproductive health.

## **4.6. COMMUNITY NON-PROFIT, NON-GOVERNMENTAL ORGANIZATIONS**

More and more organizations (NGOs) are recognized, at present, as a significant component of civil society and as a factor contributing to supporting the democratic system of government. In particular, many organizations have the ability to reach the poorest and the most disadvantaged and provide the possibility to make their voices heard to those who cannot express themselves through other means. NGOs involvement in developing and implementing policies helps win public acceptance.

Campulung is quite weak in terms of associative phenomenon. This statement is supported both in terms of number of non-governmental organizations and in terms of their activity.

#### **4.6.1. Identified Problems:**

- Lack of specialized structures responsible for local government relations with NGOs
- Low capacity of local NGOs to attract and effectively manage local resources based on existing needs in the community
- Insufficient knowledge of the NGOs sector in the community

#### **4.6.2. Proposed Programs**

##### ***Establishing a resource center for NGOs in Campulung***

The need for this initiative stems from the fact that there is no the structure in Campulung responsible for collecting and analyzing data related to the dynamics of the associative sector. This center would be the framework in which services of information, training and advice specifically targeted at local NGOs would develop.

##### ***Creating a Community center that can be used by NGOs in their work***

The Community Center would host space various events (courses, conferences, symposia) organized by NGOs in Campulung. At the same time, it would be an opportunity for organizations without a stable material base to have access to an office, a conference room, etc.

##### ***Creating of a specialized office for the relations with NGOs within the City Hall***

Establishing within the institutions of local government of specialized structures for the relations with NGOs can lead to a better cooperation between the two sectors and to better identify and meet local community needs.

##### ***Creating a database of NGOs in the community within the City Hall***

The database shall include, in addition to aspects regarding contacts, a history of collaboration with these organizations, history of the funds given to them, methods of financial settlement, methods of using the facilities received from the municipality and other relevant information about NGOs (annual reports, balance sheets, etc.).

##### ***Organizing conferences having as main theme the Partnership***

Organizing conferences having as main theme the partnership between the local public administration and NGOs and the partnership between NGOs and the business sector facilitate the exchange of ideas, knowledge, experiences between representatives of the three sectors and can help mutual understanding and improve partnership relations.

### ***Promoting the concept of Corporate Social Responsibility among companies in Campulung***

The large number of companies in Campulung recommend promoting this concept on the basis of which the sustainability of NGOs' activities would be possible. The resources thus attracted would lead to a significant increase in the budgets of NGOs in Campulung.

### ***Establishment of a Community Foundation***

The existence of such an organization would improve NGOs' access to resources necessary for implementing various projects of local interest.

### ***Adoption of rules of financing of NGOs in Campulung***

This regulation will ensure equal opportunities for all NGOs to obtain funds from local budgets on the basis of open competition and transparent. Every year dozens of organizations receive financial support from the local budget to carry out various community projects. Adoption of Regulations on the granting of funding from local budgets to public programs and projects run by nongovernmental organizations may increase transparency and improve access for all organizations in Campulung to obtain financial support for their various initiatives.

### ***Increasing capacity to absorb EU funds by NGOs in Campulung***

Providing co-financing, training of specialists to manage projects with European funding, the way information decisively influence competitiveness of NGOs in Campulung on the European financing market.

### ***Creating a catalogue to promote the NGO sector in Campulung***

Creating promotional materials which include information on addresses, areas of activity, major projects of NGOs in Campulung can help to increase visibility of the sector in the local community and beyond.

### ***Establishing direct communication channels between the NGO sector in Campulung and local media***

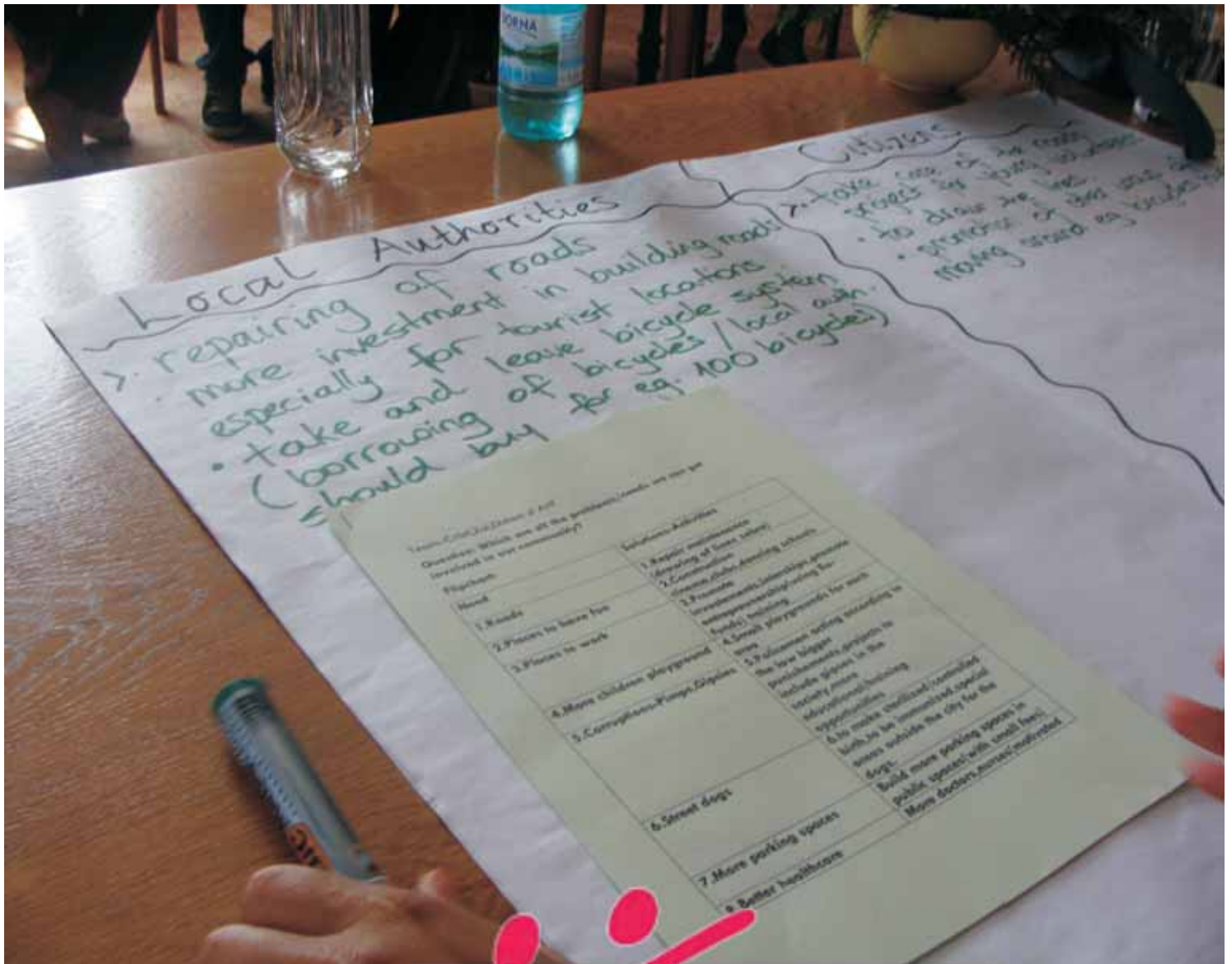
Poor visibility of the sector in the local community sector is a consequence of the relations with the representatives of local media. Creating joint events with mass-media representatives, an attempt at mutual understanding can help achieve this goal.

### ***A portal of NGOs in Campulung***

The existence of a web portal (eg. [www.ngoCampulung.ro](http://www.ngoCampulung.ro)) with information about the NGO sector, about NGOs in Campulung, their projects and major events taking place in this area, will bring greater visibility and transparency.

***Organizing campaigns aimed at fostering good citizenship (with an emphasis on youth) and volunteering in the community***

Organizing campaigns aimed at fostering good citizenship and volunteering in the local community would have a major impact on the development of local NGOs.



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