

Asociația OVIDIU RO

Fiecare copil în grădiniță

INVESTOR REPORT

October 2016

FROM PILOT TO POLICY:

CHANGING ROMANIA'S EDUCATIONAL FUTURE - 3000 KINDERGARTENS AT A TIME





"Born with virtually limitless potential and genetically predisposed to language, learning and social enterprise, children represent at once the promise of a society's future and the vestiges of its past and present failures."

Jennifer O'Day & Marshall Smith

Quality & Equality in American Education: Systemic Problems, Systemic Solutions, 2016

The mission of Asociația OvidiuRo (OvR) is to make quality early education available to Romania's most disadvantaged children – so they have a chance to reach their potential in life. The effectiveness of OvidiuRo's ***Fiecare Copil în Grădiniță*** (FCG) pilot programs operating in 45 communities led the Romanian government to finance FCG's parent incentive component throughout Romania beginning February 2016.

The result: All families living below the poverty line are entitled to receive €11 per month in food coupons if they bring their 3-to 5-year old children to *grădiniță* every day.

The Romanian Parliament voted in October 2015 to make the parent incentive component of OvidiuRo's *Fiecare Copil în Grădiniță* program a national initiative, several years ahead of the 2020 goal OvidiuRo had set for reaching this objective, allocating €12.3 million in the 2016 state budget.

And Then What?

The passage of the *Fiecare Copil în Grădiniță* Law was a major step forward for Romanian education and social equity at the grassroots level.

With over 60% of Romania's poorest children receiving no formal education before age 6 or 7, the government's funding of the ***Fiecare Copil în Grădiniță*** program opens the doors of early education to the children in greatest need of it. The passage of the ***Fiecare Copil în Grădiniță*** Law was a major step forward for Romanian education and social equity at the grassroots level. The legislation reflects the government's recognition that early education is crucial to giving children of largely illiterate parents the tools to stick with school; that staying in school is crucial to achieving basic job skills required in today's market; and that only participation in the job market will give these children a fighting chance to work their way out of poverty and become active contributors to their communities and Romanian society.

The gulf between legal entitlement and effectively implementing a progressive program is immense.

The ***Fiecare Copil în Grădiniță*** Law was a wonderful breakthrough for Romania's most marginalized young children – but the gulf between legal entitlement and effectively implementing a progressive program is immense. Facilitating the scale-up from 2500 children in 45 communities to 100,000 in 3000 communities is a challenge, to say the least. And although the government allocated over €12 million in its 2016 budget for food coupon incentives – **it allocated no financial or human resources for launching** and enforcing the program or providing other basic program elements – like training local teams in kindergarten recruitment techniques, parent education, or even the basic data entry procedures demanded by the regulations. It also did not cover related essential costs like appropriate clothes, school supplies, and program monitoring.

Years of investment by OvidiuRo, the corporate sector and individuals resulted in a major policy shift.

Years of investment by OvidiuRo, the Romanian corporate sector, and concerned individuals resulted in a major policy shift. But that investment can only truly pay off if it becomes an integral part of the fabric of local community life throughout Romania.

Consequently, OvidiuRo has taken on the proactive role of FCG implementation facilitator, assisting communities in correctly administering FCG and optimizing its impact. OvidiuRo is also serving as the initiative's de facto rapporteur, reporting back to the key government ministries and county officials about problems that arise, proposing solutions, and then communicating the outcomes back to the local implementation teams.

The responsibility for day-to-day operations now rests entirely with mayors and school directors. **OvidiuRo's role is to inspire, guide, trouble-shoot, and monitor the process** so the program is well received and communities maximize its potential to help marginalized children enter primary school with the skills they need to succeed.

What We've Done in 2016

January: Prime Minister Dacian Cioloş visited one of the original FCG communities in Dâmbovița. Subsequently, the Prime Minister included three FCG measures in his "47 Measure Anti-Poverty Program".

February: The "FCG Law" Road Show

OvidiuRo's entire team of 12 took to the road in three caravans to meet with authorities in every one of Romania's 41 counties, informing and instructing local implementation teams in the proper procedures for implementing the program, and taking note of concerns that were broached at the town hall style meetings. Separate meetings were held with the County Council, School Inspectorate, and Prefect. Total participation: 8,000 public employees.

***May-September*: Spreading the Word through Satellite Dishes**

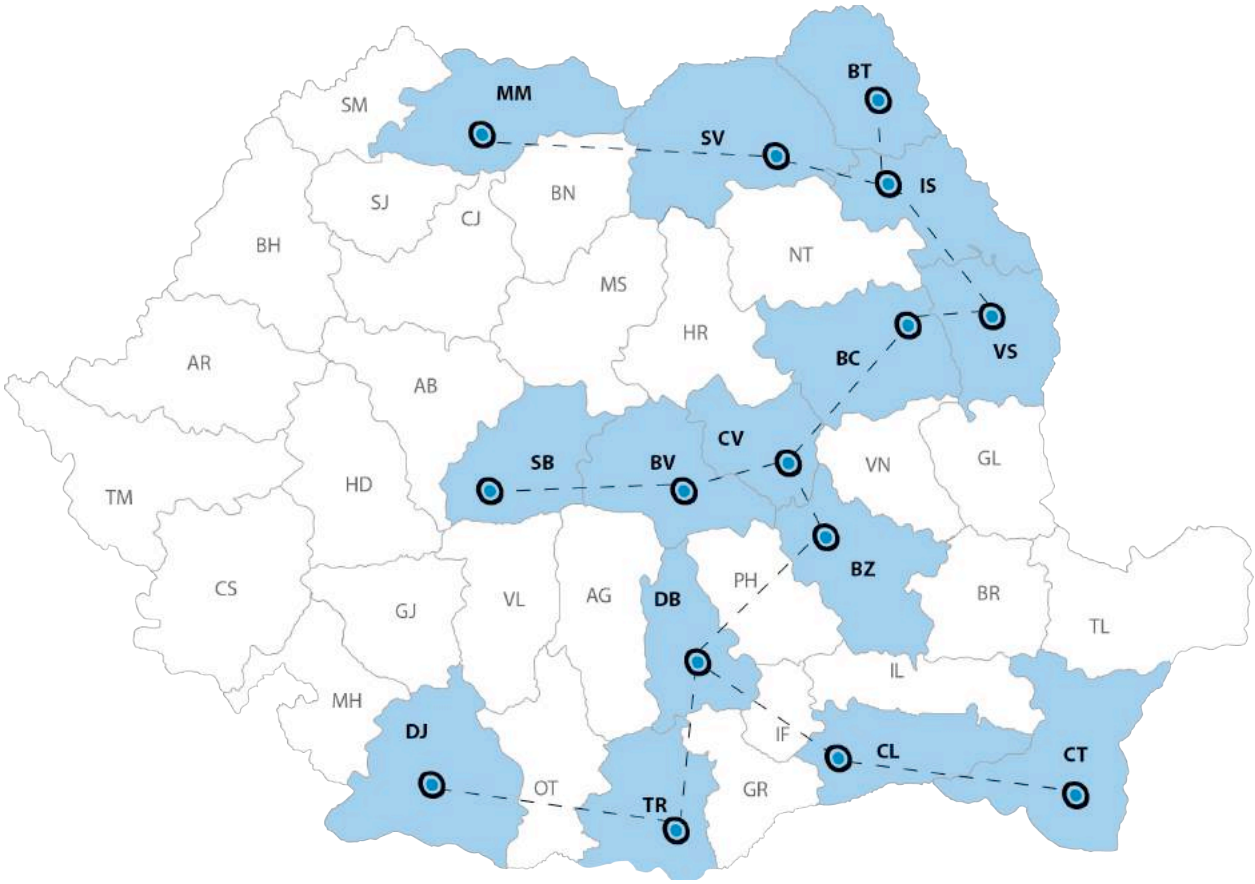


On May 1st, OvidiuRo launched a national TV campaign to encourage poor parents to register their children in kindergarten. The TV spot is available on www.ovid.ro and features FCG pilot program children exclusively.

May: Maria Gheorghiu, OvidiuRo co-founder and executive director was tapped to be the Prime Minister's State Counselor on Social Inclusion, spearheading the PM's "Integrated Anti-Poverty Package of 47 Measures". Although a loss for OvR's day to day operations, Gheorghiu's move to the Prime Minister's Chancellery gives OvR a direct communication link to all levels of the central government agencies under which the program now operates.

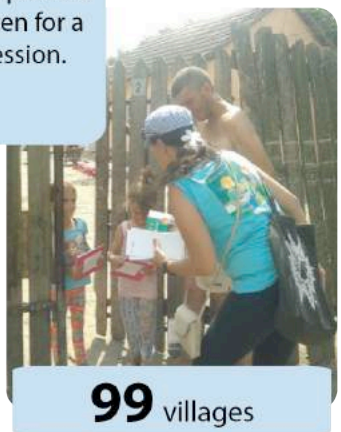
***July – August:* The *Fiecare Copil în Grădiniță* Read-Aloud Caravan, Part I**

OvidiuRo's 12 member professional staff split into two teams and spent July and August on the road in two "caravans". In nine weeks the teams visited 99 communities in 15 counties interacting with: 5700 children, 3100 parents, 200 teachers, 85 school directors, 63 social workers, 52 mayors, and an assortment of other stakeholders.



Fiecare Copil în Grădiniță Summer Caravan

1. Went door-to-door with local social workers, invited children & parents to the kindergarten for a "Read Aloud" session.



99 villages



5,700 children

2. Read "Big Books" informed parents of the importance of kindergarten & helped school staff register children.



3,100 parents



6,000 books



6,000 bananas

3. Reviewed procedures & discussed problems with 52 mayors, 85 principals, 200 teachers & other local team members.

4. Reported to county authorities on the week's findings.



15 counties

5. Generated weekly press releases to county media announcing the FCG Summer Caravan & *grădiniță* registration drive.



348 press items



20,000 km

Findings from the Summer Caravan



Most Easily Addressed Problems

Inputting attendance data in the national Education Database (SIIIR). School personnel in many villages were not adept at using SIIIR, a mandatory tool for implementing Law 248/2015. OvidiuRo trained each school secretary and left detailed written instructions – and also encouraged county authorities to conduct county-wide trainings.

Delay in the distribution of food coupons. The law states that coupons must be distributed within 15 days of the end of the month, but some communities waited as late as the end of June to distribute the coupons.

Inability of local agents (mayor/social worker/principal/teachers/Roma representatives) **to interact as a cohesive team** in applying Law 248/2015.

Glitches in the regulations. For example, conflicting interpretations of the regulations led many local teams to declare children who were already 6 years old ineligible for the program. OvidiuRo invested many hours in getting the legal language modified so that 6-year-old children who were still in kindergarten were not cut out of the program.

Lack of student supplies and classroom educational materials. OvidiuRo encouraged the County Councils to seek a county-wide solution – and recommended that they seek support from the local business sector (e.g. OvidiuRo brought together the Sibiu County Council and two local companies to form a partnership to provide school supplies for all children in the FCG program in Sibiu county).

Biggest Challenges

Reaching the most marginalized children. In some communities where the recruiting process was not a priority for the local team, OvidiuRo found a high level of 3-to 5-year olds who were not registered and whose families were not aware of the food coupon incentive program.

Classroom space shortages. Too often the local solution is to cap registration when it exceeds the Ministry's guidelines. Not only does this penalize many Roma children who often register right before school starts, it keeps the need for more classroom space hidden from county and national authorities. Most importantly, it leaves the actual number of children who are seeking early education unreported.

Severe shortage of social workers and Roma School Mediators in rural areas. Need for an efficient (and relatively simple) mechanism for distributing food coupons to children who do not qualify due to a lack of identity documents or other technical reasons. (Carrefour Foundation is making it possible for OvidiuRo to provide coupons to these children.)

Parents working abroad. Both taking their children with them and leaving them home with relatives or neighbors negatively impacts the children's access to education. OvidiuRo encouraged the local teams to closely track these families and take the necessary measures to monitor the children and also recommended that local teams implement parenting programs.

Best Signs For Long-Term Success

- Support for the FCG Law has been overwhelming and bipartisan.
- The all-important secondary legislation was finalized in record time – enabling the law to go into effect from the first day of the 2015-2016 second semester.
- Initial oversights in the secondary legislation were quickly remedied based on feedback from OvidiuRo & local authorities.
- Many more children and parents attended OvR read-aloud sessions than local authorities predicted.
- Parents who attended were eager to register their children for *grădiniță*.
- Local authorities were receptive to OvidiuRo's suggestions for dealing with problems and county authorities were supportive of the initiative.
- *All identified problems have short-term fixes – and long-term solutions!*



In Gălbinași, Călărași County, so many children showed up that the reading sessions had to be held in the hallway.



In Catane, Dolj County, the only route to kindergarten from the Roma settlement is on a national road without any pedestrian pathway. OvidiuRo brought this hazard to the attention of the local and county authorities and discussed possible solutions (a school bus or constructing a side walk alongside the road).

Excerpts from an interview on Radio Romania International

Ana-Maria Palcu: Do you think that €11 in food coupons is a sufficient incentive for parents to regularly send their children to kindergarten?
Leslie Hawke: I don't think it's really about the money. It's about the fact that the government, for the first time, seems to want their children to come to school - starting with kindergarten. The food coupons are largely symbolic.

Given that most parents living below the poverty line are illiterate, isn't a change of mentalities needed with more emphasis on information & persuasion?
A change of mentality on the part of the authorities is already happening. And that is what is most important - and will drive the change of mentality in parents! Of course, there's always going to be a contrary parent in the village, but the vast majority of illiterate parents want the same things we want for our children - they want for them to reach their potential in life and to be happy. And no one knows better than an illiterate adult that illiteracy is a major life handicap!

When these parents discover that their child is highly capable of learning to read and write - and that the teachers are kind and encouraging to him - that's all the information they need! Of course, as the children get older, other issues come into play - cultural and financial issues - but it is EASY to persuade an illiterate parent to send their kid to grădiniță! What the 50 lei does, if they are desperately poor, is remind them to get up in the morning and make the effort to take their kid to school.

OvidiuRo Financial Summary

Expenses	Actual	Estimated	Projected
Year	**2015**	**2016**	**2017**
Field Salaries	264,532	120,000	120,000
Administration	46,535	46,000	46,000
Public awarness & development	41,129	50,000	50,000
Program Buhusi/Bacau	46,546	24,000	24,000
GSK Program	6,129	50,000	50,000
Teacher training	53,793	0	0
Parent incentives (food coupons)	181,173	45,000	30,000
Educational materials	76,047	30,000	30,000
Staff travel (transport, accom, meals, meetings)	11,766	70,000	70,000
Transportation (insurances, rentals, repairs)	36,958	10,000	10,000
Consumables, utilities, telecommunications	29,263	27,000	27,000
Equipment	6,322	18,000	10,000
Extenuating circumstance grants	0	20,000	20,000
Grants to NGOs	0	20,000	20,000
Read-Aloud Caravans (2016 & 2017)	0	50,000	50,000
TOTAL	**€ 800,193**	**€ 580,000**	**€ 557,000**



2015 Income by source - € 921,580

Major Investors	Amount	In kind
Alex Fund	164,000	
AEF	37,100	
BBraun	22,200	
Cargill	21.000	
Carrefour Romania	45,100	✓✓✓
Carrefour Foundation	201,700	
Dedeman	25,000	✓
Fildas / Catena	11,300	✓
GlaxoSmithKline	79,000	
Hilton Hotels	800	✓✓✓
NN Romania	35,000	
Pro TV	1,700	✓✓✓
Raiffeisen Bank	64,000	✓
Total	**€ 707,900**	

Companies	Amount	In kind
Dan International	1,100	✓
Edenred	2,400	✓
Deuteck	10,000	
EMW SRL	1,100	
Essensys Software	2,200	
FAN Courier Express	6,800	
Franklin Templeton Investment	8,300	
Gradinita Little Diamond	1,200	
GVM Sistem 2003	12,400	
Module Works	2,800	
Niro Investment SA	6,000	
Romstal Impex SRL	4,000	✓✓✓
SIF Moldova	5,500	
Transenergo	600	
Trident Pharma	2,800	
Yum Software Solution SRL	1,800	
Contribution under 500	2,850	
TOTAL	**€71,850**	

Individuals	Amount
Ramona Bilic	700
Ionut Alexandru Borta & Adrian Paun	1,400
Mihai Flesariu	550
Laurentiu Floroiu	800
George Virgil Gavrila	800
Tudor Alexandru Grecu	700
Isabelle Iacob	1,500
Konrad Niemann & Hannelore Spiendler	1000
Friedrich Niemann	3,000
Cristiana & Valeriu Stoica	1,600
Cristina Vinatoriu	4,900
2% Campaign	8,370
Monthly donations under 500	11,200
Contributions under 500	6,410
TOTAL	**€42,930**

Other	Amount
EEA Grants 2009-2014	98,000
Global Fund for Children	900
Total	**€98,900**

The Business Sector's Role



***Anca Vlad**, Araci, Covasna County, January 2016*

"First of all, congratulations! When I finished reading the figures in the report I was able to imagine meaningful life stories for all the future adults that benefit today from our support. I'm confident the plans and strategy you designed are fully aligned both to the social need and the social change we want to see in Romania."
Elena Neicu, NN Romania Corporate Communications

It was the Romanian corporate sector that enabled FCG to grow from 13 communities in 2010 to 45 communities in 2015. Over 50 companies operating in Romania have contributed to sustaining OvidiuRo since 2004. Some have transformed their initial donations into major, sustained, long-term investments in early education. **We are most grateful to the following companies and their leadership for providing multi-year, multi-faceted support; which resulted in the passage of Law 248/2015.**

OvidiuRo's CSR Hall of Honor
Sustaining Members

Fondation Carrefour	€764,000 cumulative financial investment since 2012.
Carrefour	€195,000 direct financial support plus product donations & vouchers since 2006.
PRO TV	€412,000 plus monthly reports on the prime time news hour.
gsk do more feel better live longer	€300,000 for FCG's health component since 2012.
Raiffeisen BANK	€296,000 for FCG in Braşov and Covasna, plus innovative volunteer programs.
CATENA	€206,000 since 2013 to the expansion of FCG.
DEDEMAN DEDICAT PLANURILOR TALE	€155,000 since 2013 to the expansion of FCG.
Athénée Palace Hilton BUCHAREST	€153,000 in in-kind contributions to OvR meetings & 7 spectacular Halloween Balls.
NN	€80,000 since 2013 to support children in FCG programs.
aef	€73,100 since 2014 plus in-kind donations including storage and vehicle use.
KeepCalling	Special Mention - for providing county-wide school supplies to FCG children in Sibiu.

The Diplomatic Community's Role


© Diana Stoica

*Israeli Ambassador **Tamar Samash**, Cojasca, Dâmbovița County, April 2016*

Austria Denmark Finland France Germany Israel Italy Netherlands Norway Sweden Switzerland UK USA

The Ambassadors' Early Education Initiative was formed in 2012 by ten ambassadors to Romania. The initiative helped to bring OvidiuRo's efforts to promote early education for all to the attention of government authorities. In addition to the diplomats, the 2016 annual meeting at the residence of the American Ambassador was attended by the Minister of European Funds and the Minister of Finance.

Civil Society's Role

Individual citizens make up an ever-increasing percentage of OvidiuRo's donor base. Monthly donations, SMS campaigns and personal contributions have provided OvidiuRo with €60,000 in 2016 (through October).

One significant take-away from OvidiuRo's summer 2016 Caravan was **how many good programs actually have been tried across the country**. Teachers and social workers spoke warmly of the impact of past interventions, funded by the Roma Education Fund, Save the Children, Unicef, World Vision and others. However, there is little coordination of programs or sharing of ideas and resources among the major players in the field of pre-university education. To inform and attract the involvement of other reputable NGOs across Romania (of which there are hundreds) the Norwegian Ambassador hosted a meeting of prominent NGO directors in May. Participants included the leaders of FDSC, Fundația de Sprijin Comunitar, Save the Children, World Vision, Unicef and United Way.


© Buzău County Council

*U.S. Ambassador **Hans Klemm** & Buzău County Council President **Petre Emanoil Neagu**, Cândești, Buzău County, August 2016*

Fundația pentru Dezvoltarea Societății Civile · FSC · ROMA EDUCATION FUND · United Way · Salvați Copiii · World Vision · unicef

OvidiuRo's Role Over the Next Critical 12 Months


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"Envisioning what might be a more effective system is one thing; doing it to scale is something else."
O'Day & Smith, *Quality & Equality in American Education,* P. 329

Although the Romanian government allocated €12.3 million in its 2016 budget for food coupon incentives – no financial or human resources were earmarked for launching the FCG program or providing other fundamental implementation elements – like training local teams in preschool recruitment techniques, parent education, or even the basic data entry procedures demanded by the regulations. It also did not allocate funds to the other crucial program elements: school supplies, appropriate apparel, and program monitoring.

With the blessing and full cooperation of the key Ministries involved, OvidiuRo unofficially but decisively assumed the role of *Fiecare Copil în Grădiniță* Implementation Facilitator in early 2016. Given that OvidiuRo no longer controlled the purse strings, procedures or regulations for the program, it was important to design a facilitation (aka "intervention") format that added value from the local team's perspective.

Children in poor communities are hungry for stories.

One of the things OvidiuRo's team observed from last year's highly successful "Teacher for a Day" project was that children in poor communities are hungry for story books and reading aloud activities. And there is little of either in many kindergartens. Thus, the **"*Fiecare Copil în Grădiniță* Read-Aloud Caravan"** was born.

OvidiuRo staff spent the summer of 2016 reading aloud & meeting with local stakeholders in 99 communities.

After February's "Road Show" in which OvidiuRo met with authorities and implementation teams in every one of Romania's 41 counties (see p. 4), our staff spent the summer of 2016 meeting with local stakeholders in 99 communities with high levels of poverty and marginalization.

The **"*Fiecare Copil în Grădiniță* Read-Aloud Caravan",** funded by Carrefour Foundation, gave OvidiuRo the opportunity to provide educational enrichment for rural children, model good teaching techniques for teachers, inform parents about FCG and the importance of early education, AND meet with the local teams and county authorities.

OvidiuRo accumulated a wealth of information about the national program's first five months of operation which it has since shared with the Government. In its continuing effort to support and improve the national implementation of *Fiecare Copil în Grădiniță*, OvidiuRo is committed to initiating the following projects and endeavors:

1. Facilitating Communication between Government Agencies & Levels within Agencies

"The odds of success are increased if a policy operates in a supportive environment where its internal and external leadership are all pulling in the same direction." O'Day & Smith, P. 313

The most glaring need the OvidiuRo team observed in its summer tour was for the timely transmission of accurate information and for collaborative problem-solving – both up and down the chain of command and between agencies. It is a long, circuitous, and perforated route from a kindergarten classroom in Maramureș to the Government conference room in Bucharest where policy is made – and where, when needed, policies shall be changed. OvidiuRo is in an excellent position to influence the law's application and recommend changes as necessitated by the program's real world application in a variety of settings. To expedite the communication process, quell misinformation, identify problems early on, and share solutions, OvidiuRo aims to provide a liaison between government agencies, circullating messages, convening meetings and utilizing social media.

FCG Handbook for Implementation Teams and County Officials
Based on the team's findings over the summer, OvidiuRo is preparing the "FCG Handbook" to be distributed in print, with an online version updated as needed at www.fiecarecopilingradinita.ro with links to and from the OvidiuRo Facebook page and related Ministry and County web pages.

Semi-Annual Reports to the Prime Minister & Key Ministries regarding the implementation of the *Fiecare Copil în Grădiniță* Law.

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2. 2017 Public Awareness Campaign Directed to Target Parents & General Public

"To create and sustain meaningful policies and practices requires more than technical solutions and an engaged profession. It also requires public constituency and mobilization." O'Day & Smith, P. 345

National TV & radio campaign to encourage poor parents to send their children to kindergarten every day. Despite the abject living conditions in poor Roma settlements, most households have a satellite dish and access to multiple channels. OvidiuRo's previous five campaigns on approximately 50 TV and radio stations since 2009 have effectively reached all segments of society – and brought OvidiuRo's mission to public attention.

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3. The FCG Read-Aloud Caravan, Part II October 2016-June 2017

"Language development is affected by everything that happens to a child - including whether the child is ready to or expected to ask and answer questions and engage in dialogue." O'Day & Smith, P. 321

OvidiuRo will bring its Big Book Read-Aloud project to rural communities in every county over the course of the 2016-2017 school year, to:

1. Demonstrate good Read-Aloud techniques to teachers & parents.
2. Investigate the reach of the program in the community.
3. Involve local leaders.
4. Going door-to-door with the local social workers inviting children and parents to come to the kindergarten for a "Read Aloud" session.
5. Inform parents of the importance of kindergarten and helping the school staff register children. Afterwards the team will meet with the mayor, school director and other members of the local implementation team.
6. Report to county authorities on the week's findings and discuss options for addressing any problems that came to light.

4. "Extenuating Circumstance" Grants to Communities

"At the heart of the differences in implementation outcomes is their variation in local capacity. Human capital, material capital and program coherence are not equitably distributed across schools and districts."
O'Day & Smith, P. 310

To support the most dedicated communities, a fund will be available for special needs and program enhancements. Communities can apply using a simple two-page application to receive up to €2000 special purpose grants.

5. Civil Society Early Education Coalition

"Connecting schools with other organizations & agencies for targeted interventions [is key]." O'Day & Smith, P. 310

The NGOs that gathered at the invitation of the Norwegian Ambassador in May (see p. 10) agreed there was much to be gained by working together for common aims. Follow up meetings were held in June and August, and will be resumed in 2017. The purpose of the group is to:

- Share information and resource materials.
- Work together for legislative changes affecting young children's development.
- Help build the capacity of local NGOs.

IN CONCLUSION

Contributions from companies and individuals over the years have been crucial to OvidiuRo's ability to demonstrate to the Romanian government that the *Fiecare Copil în Grădiniță* program's success deserved replication throughout Romania. **OvidiuRo's "post-FCG Law" mission – to ensure that the law is implemented so as to succeed widely** – is heavily dependent on our capacity to monitor and influence the implementation process.

For a mere 5% of the Government's investment, OvidiuRo proposes to provide the support to make this initiative truly effective!

The Romanian government is bearing the cost of the food coupons, at over €12 million. For less than five percent of that sum (€560,000) OvidiuRo proposes to provide the support to make it truly effective! With close to €300,000 pledged from Romanian corporate foundations and individual US donors (through the Alex Fund), OvidiuRo now needs to raise an additional €260,000 in order to help implement the FCG law so that it will succeed widely and will indeed impact the attendance, performance, and school outcomes of children at high risk for dropping out.

Interventions	Target Audience								
2016-2017	**Children**	**Parents**	**Teachers**	**Local Teams**	**County authorities**	**General Govt**	**Media**	**NGOs**	**General Public**
FCG Handbook			✓	✓	✓	✓	✓	✓	
Communication facilitation among government agencies									
Via websites, memos, meetings, Facebook			✓	✓	✓	✓	✓		
Semi-annual report to Ministries & Parliament			✓		✓	✓	✓	✓	
Caravan									
Story Hour	✓	✓	✓	✓	✓		✓	✓	
Classroom "Big Books"			✓						
Read at home books	✓	✓						✓	
Hard-to reach case identification	✓	✓		✓	✓			✓	
County authority meetings				✓	✓				
Training		✓	✓					✓	
Special Community Grants	✓	✓	✓	✓	✓		✓	✓	✓
Public Awareness Campaign	✓	✓	✓	✓	✓	✓	✓	✓	✓
Food Coupons for undocumented children	✓	✓	✓	✓	✓			✓	
Civil Society Early Education Coalition									
Monthly meetings								✓	
Produce resource database & directory		✓	✓	✓	✓			✓	
Engage local NGOs in FCG activities				✓	✓			✓	

Requirements for Successful Inclusion of Vulnerable Children in Romanian Early Education Programs

Key elements:	Means	Activities	Initiated by	Funded by	Ultimately responsible
Local mayor's active support	High level government promulgation	Communiques from Prime Minister	**OvidiuRo**	OvR donors	Prefectura
School Principal's active support	High level government promulgation	Communiques from Minister of Education	**OvidiuRo**	OvR donors	Ministry of Education
Communicating the importance of early education to target parents	Running national & regional TV & radio	public service announcements	**OvidiuRo**	OvR donors	OvidiuRo
Informing target parents about FCG program	Posters in Primaria & Schools	Produce/mail posters to 3000 communities	**OvidiuRo**	OvR donors	School director
Recruitment of hard-to-reach cases	Motivating local teams to actively recruit vulnerable children	Summer *gradinita* registration events	**OvidiuRo**	OvR donors	Local Dept Child Services & NGOs
Well-trained, qualified teachers	Reform of university curriculum for teachers		Higher ed system	EU funds	Ministry of Education
Interim measure	*In-service training*	*Workshops*	*NGOs*	*NGO donors*	*NGOs*
Well-trained qualified social workers	In-service training	Workshops	Ministry of Labor/NGOs	EU funds	Ministry of Labor
Age-appropriate transport to school	Provision of school buses or sidewalks & signage		Municipal govt	Mun. govt	Municipal govt
High quality educational materials	Passage of legislation to cover costs for impoverished children		Prime Minister's Anti-poverty program	Central Govt & Civil Society	Ministry of Education
Interim measure	Provision of Big Books & Read Aloud training for teachers & parents	Read-Aloud Caravans	**OvidiuRo**	OvR donors	Local Council
Appropriate apparel	Passage of legislation to cover costs		PM's Anti-poverty program	Central Govt	Central govt
Interim measure	Allocation from County Council budget		Local Councils	County Council	County Council
Interim measure	Obtain business donors	Connect businesses & county officials	**OvidiuRo**	OvR donors	Local Council
Adequate classroom space	Build or add on to existing space	Apply for EU funds	Municipal govt	Mun. govt	Municipal govt
Interim measure:	Afternoon classes	Double schedule classrooms	School Director	n/a	School Inspectorate
Interim measure:	Restrict enrollment by age with priority given to older children		School Director	n/a	Ministry of Education
Active involvement of parents	Regular activities	Monthly Open Door Days	Teachers	n/a	County School Inspectorate
	Special modules	Various	NGOs	Civil Society	NGOs
Inputting required data into SIIIR national education database	Training, guidelines & website	County training & onsite training	School inspec/local NGOs	School Inspectorate	County School Inspectorate
Accurate daily attendance taking	Following secondary legislation guidelines	Random spot checks	Principal, County school inspectorate, NGOs	Inspectorate & NGO donors	County School Inspectorate
Consistent interpretation of FCG program rules & regulations	Published guidelines in printed and online media	FCG website, govt websites, manual	**OvidiuRo**	OvR donors	Ministry of Educ & Labor
Integrated local services	Creation of procedures for regular communication between local agencies/stakeholders		Local teams	Central Govt	Government
Communication between local teams & policy makers	Reports and meetings with leaders of Key Ministries	Follow-up to central govt, co & local authorities	**OvidiuRo**	OvR donors	Min Education Labor & Public Admin
Involvement of local civil society/NGOs	Further development of Civil Society Early Education Coalition	Monthly meetings	**OvidiuRo**	NGO donors	NGOs



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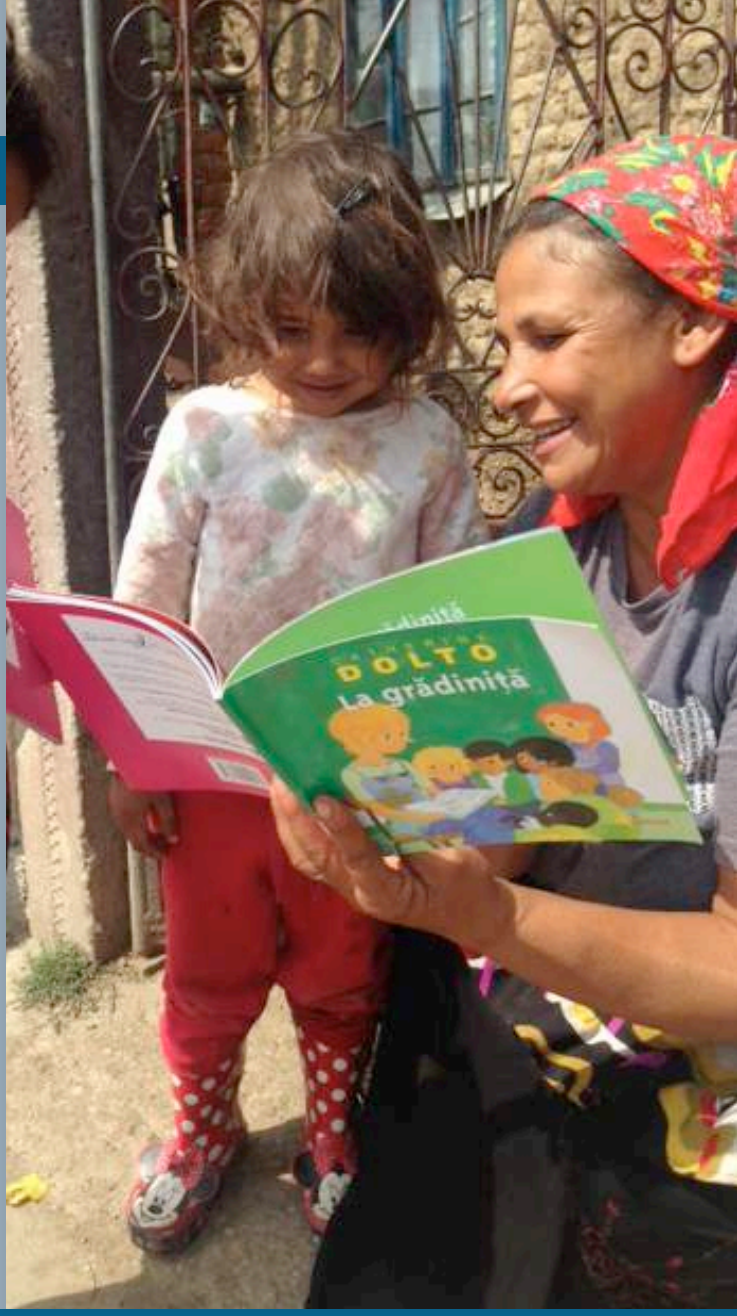
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