

An NGO that works at the intersection between **good governance and active citizenship.**

<p>VISION</p> <p>A modern, well-governed Romania, populated by many involved and restless citizens.</p> <p>The funky citizen is a model citizen:</p> <ul style="list-style-type: none"> → Active, not passive. Not apathetic or fatalistic. → Takes individual responsibility. Thus, gets down to work, not just criticizes dysfunctionalities. → Is connected to modern European and international debates. 	<p>MISSION</p> <p>We are a good catalyzer for those who want to be civically involved. We offer tools, information, and a contagiously optimistic attitude.</p> <p>Purpose</p> <p>Improving the quality of life in Romania.</p> <p>Goals:</p> <ul style="list-style-type: none"> → Watching the politicians → Contributing to institutional reform → Civic education
<p>Values:</p> <ul style="list-style-type: none"> ● collaboration ● interdisciplinarity ● inclusion ● independence 	<p>Principles:</p> <ul style="list-style-type: none"> ♥ transparency ♥ integrity ♥ competence ♥ efficiency ♥ sustainable development ♥ solidarity ♥
<p>Tools (transversal)</p> <p>Participation > coalitions // partnerships // debates // media and events appearances // assistance (technical, institutional)</p> <p>Communication > campaigns (advocacy, promotion) // open letters // PR</p> <p>Creation, content > analyses // research // infographics // policy papers // events</p> <p>Educational > fact-checking // data-driven, solution-oriented journalism // creating education publications // trainings</p> <p>Skills</p> <p>Strategic thinking and communication // public policy // fundraising // public speaking // community management // trainings // research</p>	<p>Themes</p> <p>Education ≥ media, civic, legal, financial</p> <p>Justice ≥ integrity, anti-corruption, dangers</p> <p>Finance ≥ budgets, public acquisitions</p> <p>Public administration ≥ health, education, city halls, digitalization, transparency</p> <p>Human rights ≥ elections, legislation, EU</p> <p>Environment ≥ pollution</p> <p>Audience</p> <p>Students, young adults, entrepreneurs, politicians, corporates, public servants, journalists, diplomats</p>

Introduction

What is the purpose of this strategy? How does it help?

We need a strategy to:

- better anchor ourselves into the purpose and goals of the association
- stay loyal to our values and principles
- help us better think/choose the projects we take part in
- find the optimal way to fulfill the vision of the association

How did this strategy come into being?

The previous strategy was created in 2014 with availability until 2020, the second consecutive electoral year with two rounds of elections. The previous strategy stated 4 main activity directions:

Funky Town (urban communities that solve issues)	Funky Money (public money managed more responsibly)
Funky Institutions (Quality and efficiency in public administration)	Funky Galaxy (Diverse categories)

The iteration process was a collaborative and centrifugal one, with two sources of input:

External: As Funky Citizens would not exist without our network of supporters and collaborators, they were involved in drawing the strategy. Thus, we interviewed several members of our network with diverse professions, ages, and occupations. We asked:

1. what they think the major themes for the next years should be (in other words, what their concerns are)
2. how we, Funky, can intervene in them

Internal: we freely asked ourselves what was good and less than good in the last eight years and what we would eliminate or add. Then, we looked at the previous strategy, what we did in the last 8 years and how valid the targets and directions from back then still are. Finally, we took into account the environment (local, national, European, international) in which we operate and brainstormed on the PESTLE structure (Political / Economical / Social / Technological / Legal / Environmental).

What does this new strategy bring?

1. Explicitly includes in the (already large) themes of the association domains like digitalization or environment
2. Clarifies the mission, vision, and purpose without majorly altering them compared to the last strategy
3. Offers a clear matrix of the types of tools, themes, and audiences that facilitate specific idea generation

History - what do we praise ourselves for?

We established ourselves as those who have good expertise on subjects related to **public money** and **administration**. Even more, people know us as those that easily **make dull subjects accessible**. Officially, we are preoccupied with the civic domain since May 2012, time in which we not only reached tens of thousands of citizens of all kinds, through the hundreds of trainings and dozens of events, but also through the **sustained presence** in the public space, be it online, on Facebook and other publications, or offline, at protests or on TV settings.

We even got to politicians' ears, whom we always asked for **transparency and integrity**. And for competence as well, if it is available. If not, we brought it through trainings. We made the decision-makers more responsible through their constant **monitoring**, including innovative projects like **Factual.ro**, the first local political fact-checking initiative.

We made ourselves stand out not only through the **agility of our reactions** on subjects related to **the rule of law** but also through the creative way of putting on the public agenda subjects that do not stir great passion, such as **public money or observing the elections**. We went to **debates** in institutions and showed them that it is worth listening to citizens. We used the power of example when we promoted **civic involvement**, which we carried into the mainstream.

We look through **data** to make **public policy recommendations, stands**, or diverse **analyses**. We are **research partners** with the International Budget

Partnership, we are invited by the European Commission to the CVM consultations, we are involved in diverse **networks and coalitions**. One of them was called "**Politics without Boundaries**" (Politică fără Bariere), which allowed the access of new players in the political parties market.

We also innovated in **civic education**, from the **Illustrated Constitution** (and the related kit), to the hundreds of infographics or guided tours through the big cities, through investment spendings of those cities.

We made stickers with the great corrupt leaders and a related database when they were beginning to get convicted. We opened our office from **Colivia** (the BirdCage) to all sorts of events, from the Night of Houses to **checkathones**, meaning fact-checking marathons. We also organized events outside of Colivia, because we really enjoy seeing funky citizens **socializing**. We represented Romania at hundreds of events for civic tech, good governance, and related domains.

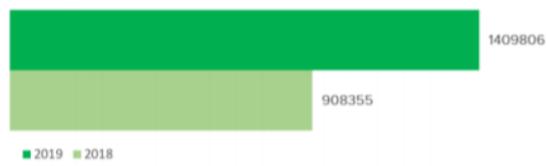
We watched over the correctness of the election process through the accreditation of **independent observers**, which we supported with long-distance consultancy when they were on the field, in the polling sections.

We always honored **invitations** of the national and international **press**. We put our public administration and legislation knowledge in **investigative journalists'** service, with whom we often collaborated.

We believe in the role of the local press, so we developed the editorial project **Bucharest Bulletin** (Buletin de București).

We realized that we are still influenced by pre-'89 practices, so we started to explain **recent history** to young people in an interactive and experiential manner, through the communist apartment 80east.

Our total income are on an upward trend:



Our main income are grants from sources like Active Citizens Fund, Black Sea Trust (German Marshall Fund), the European Commission, the US State Department,

EEA Grants, European Journalism Center, Google Digital News Initiative, Konrad Adenauer Stiftung, National Endowment for Democracy, Techsoup, and Embassies of other states like Canada, France, or the Netherlands.

As we became more visible, we were **labeled** in all kinds of ways by different people, from prime-time opinionists, to Facebook ideologists from the entire right-left political spectrum. Naturally, we are independent and non-partisan, we act only based on our strategy, which is public. It is ridiculous, but it must be said that we are not manipulated by some kind of Soros, we do not have a parallel state or hidden political interests. We are civically fit - we have a good civic energy and we want to remain in shape :)

Hashtags:

#transparency #anticorruption #civiceducation #participation
#civictech #goodgovernance # humanrights #ruleoflaw #watchdog

Short recap

What happened with the Romanian society from 2012 onwards?

We slowly slipped towards [illiberalism](#), although not as much as Hungary or Poland. New parties (Demos, USR, PLUS, AUR) have appeared (and disappeared). We had alternations in the government, but the country was still led through [emergency ordinances](#), without much predictability. The economy flourished, we had a very good economic growth, we recovered well from the 2009 crisis, let's see what happens after Covid-19. We witnessed how former prime ministers, mayors, congressmen, and judges were imprisoned for corruption. We were

saddened when the DNA (National Anticorruption Department) lost credibility and force. We would love to have long-standing institutions based on the Romanian popular saying "the water flows, the stones remain".

We went through a centenary year with a fragmented society. We also went - not without the [scandal](#) of voting queues - through many rounds of elections (local and parliamentary in 2012, 2016, and 2020; euro parliamentary and presidential in 2014 and 2019), including the

referendum held by the CpF (the Coalition for Family). We also spent a lot of time on the streets, at protests: around three months in 2013 with United We Save (Uniți Salvăm); a few weeks in 2015 with Collective (Colectiv). Hell knows how much in 2017, with #Iresist (#rezist). Justice is still weak, populism is flourishing. We were so shocked with Hexipharma and nosocomial infections that we didn't even have the power to protest. We lived at maximum intensity every week during these years, we rarely ignored a scandal. Considering that the Romanian state only built 3 hospitals after 1989, around 300.000 citizens gathered to build a [30 million euros](#)' worth hospital, horrified by the conditions of the health system, which get worse every year. Whether we like it or not, we contributed, through taxation, to the National Redemption Cathedral, worth over a hundred million euros.

Civic implication is becoming mainstream: in 2021, the Declic community gathered around 900.000 members and

approximately 70 [victories](#) in its various campaigns. Forum Apulum has reached thousands of youngsters through civic education in its 4 years of existence. The Văcărești Natural Park only exists thanks to involvement.

All the civic turbulence has only fuelled the brain drain. Education seems to be collapsing as well, detached from reality. Money is continuously spent without much thought. We haven't made big progress in transportation infrastructure either, be it road or [rail](#). The pandemic has forced us to digitalize a little. Bucharest is still in decay, almost a public danger, ready to collapse during an earthquake. The capital city is suffering from the most elementary shortcomings, such as warm water and health during winter.

The social cleavages seemed to have deepened as well. Institutions are still not benefitting from a lot of trust from the citizens. The Army and the Church remain the [head](#) (2020), while the Government, the Parliament, and parties are the tail.

The National Context

Even if corruption is still [hitting](#) the foundation of institutions (that function poorly, when they do), it looks like the anti corruption fight is not turning as many heads as in 2015.

It's not without reason that we often wish each other "**good health**": we [are spending](#) the least in the EU in this area, any way we look at it (both per capita or percent from the GDP). We drink alcohol way before other Europeans and we are champions at TB. The life expectancy is rising, but remains among the lowest in the EU. 11% of Romanians are [outside](#) of the public health insurance system. Romanians overestimate the weight of anti-vaxxers: the data shows that the intention to get vaccinated against Covid-19 has risen significantly, from 29% in September 2020, to 51% in February 2021.

We have two Romanias: one dynamic, one neo-feudal (where globalization has not brought money and investments). **Economically** speaking, regional disparities have worsened in the last 20 years, with the North-Eastern region being [14 times more poor](#) than Bucharest-Ilfov.

The capital city has a higher GDP/capita than Rome, Berlin, or Vienna, but it's an island in an oasis of relative poverty. In 2019, only 54% of Romanian households had [sewerage](#). And the GINI score indicates that we have one of the most [unequal societies](#) in the EU. The economy is expected to grow in 2021 and 2022 more than the EU average, but it will [still be smaller](#) than the decrease of 5% in 2020. The forecasts do not take into account the impact of Next Generation EU, the biggest package of funds in the history of the Union.

The demographic growth rate is [dropping](#). The religious **youngsters** (63% of the total) value marriage and frown upon homosexuality and abortion. Two-thirds of the young people are not satisfied with the mood in schools (they criticize the lack of correctness and correlation with the job market). 12,3% seem to be idle (NEET), meaning they are neither in school, nor employed (2018, 15-28 years old sample). What do they do in their free time? They spend it on the internet but also watching TV (the TV young audience is rising, about a quarter are watching more than 4 hours of TV daily). Politically speaking, they seem to be center-right. They criticize and disbelieve in democracy more than our neighbors from South and East, while also being the least involved in politics. Even if more than half of young people declare that they have a good quality of life, 41% intended to [move abroad](#) to work temporarily.

The counties with the biggest net salary are also the growing hubs of the country: Bucharest, Cluj, Timiș. Romania owns more than 33% of the total number of [agricultural exploitations](#) in the EU - they are the most numerous in the EU, but also the smallest (3.5 ha/exploitation VS 16.6 EU average).

The International Context

Almost half of the Europeans have some sort of connection with an NGO (donating, [volunteering](#)). The top three priorities for Europeans are: public health and food safety (57%), followed by the environment, climate change, forests and animal rights, then education (33%).

Thank God we are in the EU. The Commission has [6 main priorities](#) until [2024](#):

The European green pact

(sustainable economy, without greenhouse gas emissions until 2050)

An economy in the service of citizens

(IMMs, monetary and capital markets union)

A Europe that is ready for the digital era

(data, AI, security, connectivity, competencies, supercomputing)

The promotion of our European way of life

(the mechanism for the rule of law)

A stronger Europe on the international scene

(strategy for Africa, the Western Balkans, closer to the EU)

A new go at European democracy

(collaboration with the European Parliament for more transparency and implication)

After the [MDGs](#) in 2000, the UN set 17 big objectives (and 169 interconnected countries) until 2030 - [SDGs](#) = Sustainable Development Goals. **Sustainability** means economic development, environmental protection, and social inclusion. Agreed upon after an extensive process of public consultancy, the 17 objectives of sustainable development embody the principle of not leaving anyone behind, plus 6 domains of action:

dignity	people	prosperity
the planet	justice	partnerships

Big words, noble ideals, not easy at all to implement, but not impossible. as long as political will exists. The Edelman trust barometer indicates that [56% of the respondents](#) believe that, the way it exists today, **capitalism** does more harm than good.

We are still in the informational era, with all its flaws, from the informational excess that leads to *analysis paralysis*, to [misinformation](#). We are preparing for posthumanism and transhumanism: technology will enter our bodies (maybe even our souls) and will take us to all-inclusive vacations in [space](#), where we can serenely meditate on the [climate catastrophe](#) to which we will contribute until we change the paradigm. We will automate all that we can automate, heal cancer, debate the rights of robots, but maybe we will realize that technology alone is not a complete remedy: yes, it does solve problems, but it also generates new ones. It can amplify what is best and worst about humanity.

What to expect...

It would be ridiculous to say that we can predict the future, but it would be just as ridiculous if we didn't get involved in bringing it closer to what we imagine. The challenge will be to agree upon a vision as common as possible. It's not the country plans we miss (Educated Romania, Competitive Romania), but the policies to implement these strategies.

Judging by the lack of major events in the last 10 years, we can surely say that we expect the unexpected, meaning regional or global shocks, like the migrant crisis or Covid-19, but also like disruptions in diverse industries. The press has fundamentally changed (we are used to information being free), and so has the way we communicate and organize ourselves (due to Facebook) or move (due to Uber).

Maybe the pressure of the [crisis](#) democracy is under will help [reinvent](#) it. Still, it is to no end to make democratic systems more balanced if we do not have a planet we can enjoy. It looks like science and technology are doing well, even if Romania's funds for innovation and research are reduced. We thus try to make a few predictions for the next 8 years:

Culture: even if it is barely sustained by public funds, cinematography will continue to be a good ambassador of Romania externally. Internally, cultural events will return with thirst in the post-pandemic landscape, when people will appreciate the quality of offline interaction much more.

Demographics: the population will rise, but not as much in Romania and Europe, where it will be rather old. In the country, the pressure over the pension system will be significantly larger with the retirement of the “decreței” (an ironic term for children born after ‘66, when Ceaușescu issued a decree restricting abortions), in conjunction with the negative population growth rate, which results in less employed young people. We will count ourselves, on the occasion of the 2022 census.

Economy: we will grow economically, but the disparities between regions will remain. We will see more and more businesses that apply the principles of circular economy. We will get close to meeting the criteria for entering the eurozone. Startups will be a little braver as Romanian entrepreneurship becomes more courageous by looking at successful examples all around.

Education: Besides the traditional one, such as the Bacalaureate subjects, young people deserve to know how the world functions - from civic education to media, sanitary or nutritional education. The accent on practical education will increase, and the educational materials will be adapted to the new environments. The classroom will reinvent itself, pressured by youth organizations, which will be more and more active.

External: we might be accepted in OECD. We will maintain the pro-European path, despite a wave of Euroscepticism present in enough member states. We will continue the partnership with the US and remain vigilant to the Eastern political developments (Moldavia, Ukraine, Russia).

Justice: famous names will be convicted, but the average citizen will not have an increased faith in the justice system. Institutions will slowly digitalize, thus becoming more efficient. ANABI (the National Agency of Indiponibilized Goods) will start to produce results. The big case files (August 10th, the Revolution) will continue to wither.

Legislation: it will be a fruitful period for debates about an electoral code. The Parliament is able to value the control prerogatives over diverse institutions, from public television to the Secret Services.

Mass Media: television is not “make or break” anymore when it comes to winning elections. The independent press still resists, even strengthens, and new local initiatives will probably appear. The second infodemic wave is approaching, with deep fakes, and it will be harder and harder to tell what is real.

Environment: there will be a tipping point for subjects like the quality of air (or burnings, illegal deforestation), given the fact that we are already in infringement for the quality of air in a few cities, that the citizens of Bucharest have become more aware of the daily suffocation they are exposed to due to the independent sensors, and that the movement Fridays for the Future is on the rise. Regenerative, sustainable agriculture will modestly ascend.

Work: the normalization of telework will generate related policy since we [will not go back to the office](#) as we did before the pandemic. We will have a serious but hysteric debate about a guaranteed minimum wage.

Politics: we will have an electoral break for a few years, time in which we can build or destroy. We have the opportunity of accessing some consistent European funds, but we are not sure we have the knowledge to manage them.

Policies: we keep expecting irresponsibility and systemic corruption. We can support the professionals (experts) in institutions to raise the number of data-driven decisions.

Health: the “Give Life” (Dăruiește Viață) hospital can be a ray of sunshine in a dark landscape, with super-bacteria that colonize old buildings. Education will be welcome here: on the one hand, the personnel in the hospital can be encouraged to speak up about the problems, for them to be corrected. On the other hand, a healthy population is one that does not immediately go to the hospital or pharmacy because it has healthy habits, from nutrition to sport. Mental health will be in the spotlight more often, now that the pandemic is also leaving psychological marks.

Transports: we will achieve our dream of having highways that cross through mountains, just to realize we are slightly anachronistic. And when we will realize that, we will also look at alternative fuels, like hydrogen. New parts of the country will be connected, not just through roads, but also through airlines (the Brasov airport, maybe even Tulcea). Alternative transport will rise, including the electrical one

What areas can we contribute to?

How, with what tools? Who is it for?

To operationalize our activities, we distinguish between:

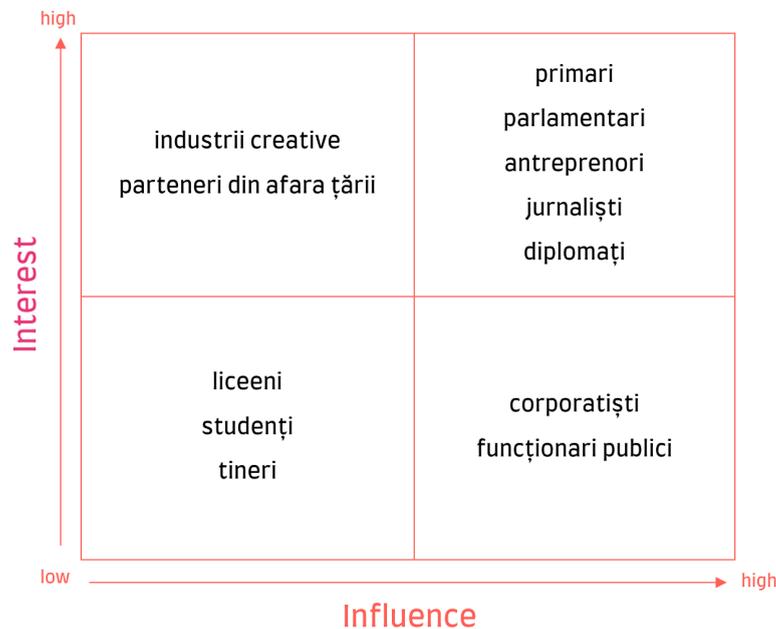
Themes	Tools	Principles
= our areas of interest, with the related sub-domains	= diverse projects or products through which we intervene in themes	= the way in which we use the tools
Education Justice Finance Public administration Human rights Environment	Types of tools Participation Communication Creation Educational	Transparency Integrity Competence Efficiency Sustainable development Solidarity

Projects vs Products:

For more clarity, we differentiate between projects and products.

	DEFINITION	EXAMPLES
Projects	Financed through grants, crowdfunding, sponsorships, or own resources, will be complementary in their entirety to realize this strategy. They can be punctual (by year, month) or permanent (ex: Factual). They can be active or closed.	Public money (Bani Publici) Record Your Honor (Onorată Instanță) The Bribe Market (Piața de Șpagă) The Great Corrupts (Mari Corupți) Politics without Boundaries (Politică fără Bariere)
Products	They can be correlated with the projects, can be independent or transversal, can be reused or reshaped.	On Guard (De Gardă) Infographics Trainings Analyses Events

Stakeholder mapping

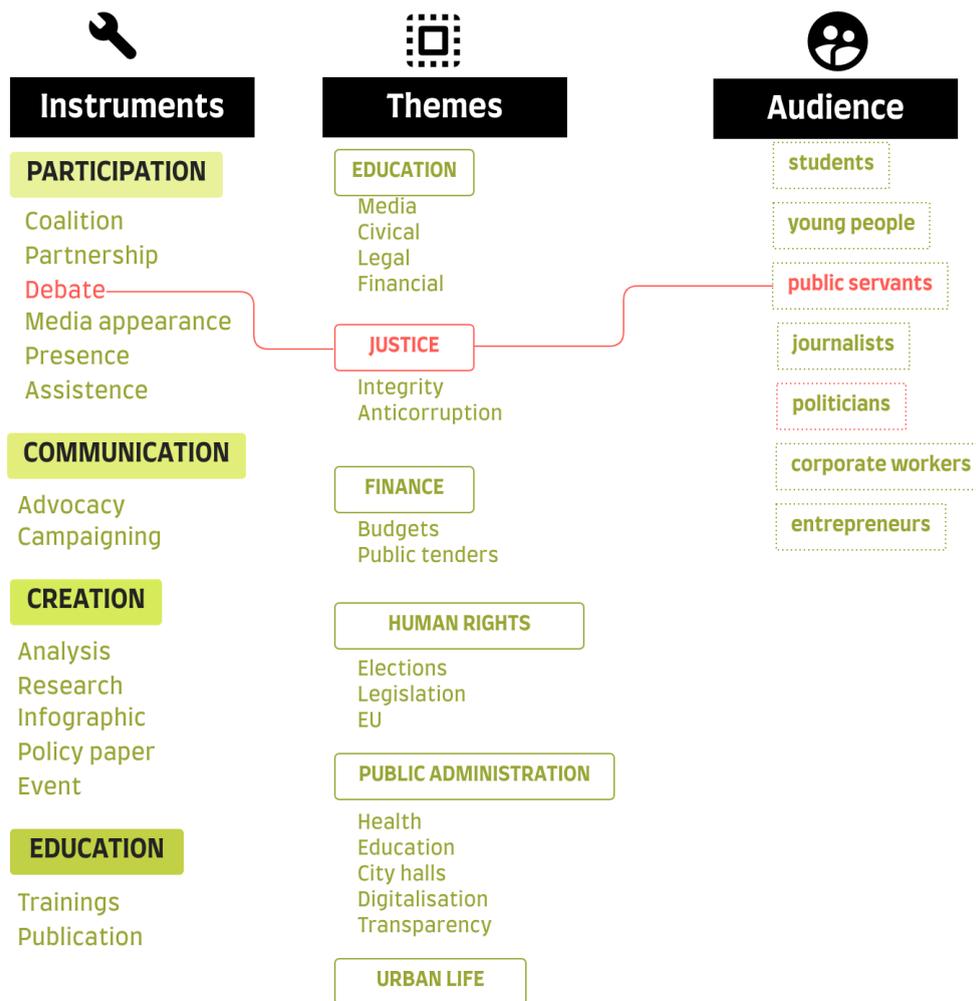


The matrix of external stakeholders aims to list all the groups that can influence the future of Funky Citizens. The horizontal axis defines their influence or power (from small to large), and the vertical axis their interest in the association. Thus, 4 quadrantes emerge:

- Those with great power and strong interest (will be managed closely, encouraged, and influenced)
- Those with great power, but little interest (will be kept satisfied)
- Those with little power, but strong interest (will be constantly informed)
- Those with little power and little interest (will be monitored)

Traditionally, our projects have mainly reached the low-hanging fruits, middle-class young adults from urban areas. We have a good reputation among our colleagues in the same domain, due to our punctual expertise in the communication/advocacy areas, public administration, and public money.

Having this working taxonomy (tools/themes/stakeholders/principles), we can think of concrete actions to combine an item from each column. In other words, contextually speaking, which is the most appropriate tool for the chosen audience in the specific theme? For example, if the context allows, we can conclude that the tool **media appearance** can be a good intervention in the **justice** domain to reach the ears of an audience like **politicians**.



In detail

Themes and subdomains

Education ≥ media, civic, judicial, financial

Justice ≥ integrity, anti-corruption, detector

Finance ≥ budgets, public acquisitions

Public administration ≥ health, education, city halls, digitalization, transparency

Human rights ≥ elections, legislation, EU

Urban life

Work principles

It is important for us to prove, through the conception and implementation of projects/products, the principles and values we are seeking in the society we want to change.

Transparency > we communicate honestly, in a timely manner, we publish narrative reports and balance sheets annually, as well as the funding sources of each project/product. We are approachable as team members, according to the time we have.

Integrity > we will avoid conflicts of interest, we will accept funding only from transparent and trustworthy sources, that do not condition in any way the integrity of the act of obtaining the funding. We will strictly respect the law and protest when we deem it unjust.

Competence > we do not do things poorly, we do not cut corners. We deliver what we assume in the agreed deadline or, if we cannot do that, we announce in time, to avoid disrupting our co-workers and collaborators. We are curious and constantly becoming more professional, we want to have diverse abilities and information. We directly promote interdisciplinarity, we are open to new things, and we allow ourselves to reconsider our decisions regularly.

Efficiency > an impact as good as possible with as few resources as possible. We will look for partnerships that increase our impact as much as possible, we will efficiently use the available time and will build future projects from existing products or from adapting them. Maybe the wheel does not need to be reinvented, but only enveloped and put in the right place.

Sustainable development > we don't grow at any costs. We treasure the physical and mental health of our team, which is why we have a balance between private and professional life. The latter must also bring satisfaction, so we encourage intrapreneurship and the development of personal projects. We safeguard the environment and we are responsible when it comes to using resources. We recycle. We look for organizational grants or recurrent donations which ensure a financial comfort that allows us to work.

Solidarity > we come out of the bubble and we pump air in other places when amplification is needed, according to our available time.

Balance > we have established ourselves through agility, but we also learned that sometimes it is better to wait for a favorable context to sustain our advocacy causes. Just the same, the balance between the professional and personal life matters, because in a marathon we run, not sprint.

The Plan

The stake is to see how we can have, as efficiently as possible, an impact as big as possible in the society (meaning to get closer to our vision to increase civic involvement of Romanians). In other words, what is the most beautiful castle we can build on our part of the beach, with the shells and sand in the vicinity?

Desired associations

Funky the **catalyst** = the place in which you implicitly arrive to if you want to get involved

Funky the **promoter** = advocacy for data-driven policies and civic education

In detail

The strategy for 2014-2020 included four directions that, taken all together, did not help form ultra-focused activity directions. They were concerned with public money, institutions (there are a lot of them in Romania), cities (an often-forgotten area), and the *funky* projects constellation (the *misc* category). The fact that the activity of the organization was a relatively **large and permissive** one, in a world that prospers from niches, can also be seen as a positive aspect if we manage it well. For instance, it is worth remembering what an entrepreneur said in a preliminary interview for this strategy: "I don't know what Funky itself does, but I know projects made by Funky". We can see, thus, the opportunity for Funky to become a good certification for diverse projects (a way of franchising) that activate in many micro-communities, but have a large common denominator, namely specific themes and principles formulated in this strategy.

Next to this relative largeness of activities, another attribute with which the organization has been associated frequently, is **agility**, meaning the ability to have a quick response. Although we admit that it is natural and useful for the spirit of the organization and that it is a good differentiator, agility is a reactive tactic, so the opposite, proactive is also worth amplification.

<p style="text-align: center;">CONSOLIDATING civic education and budget expertise</p>	<p style="text-align: center;">INCUBATING connected projects and new domains</p>
<p>We are associated with two areas: civic education made accessible and in time + budget expertise and public money. These two domains must be scaled up and sustainable.</p> <p>After years of steering concepts and formats, we feel the need for more substantial projects, whose impact will be observable in the long run. By far, education is the most mentioned domain by the participants in the interviews previous to the strategy¹. It is also worth continuing fiscal and budgetary literacy.</p> <p><u>Specific objectives:</u></p> <ul style="list-style-type: none"> → Reaching new people with civic education and budget expertise (including decision-makers and youngsters) → Consolidating a sustained program of civic education. → Increasing the advocacy ability of the constituency through helping people with the know-how about attracting resources and communicating better. 	<p>Funxy Galaxy, the “diverse” category type from the previous strategy, has the potential to be a good incubator and resource center. Through opening up the institutional platform to active and creative citizens, we will increase the influence of Funky Citizens (through quantitative increase of the constituency) and will empower in the advocacy campaigns. We will thus keep the funky galaxy idea, for those who convince us are worthy. We must work in smaller communities, go at a local level, where we can partner up with authorities and citizens for good practice examples.</p> <p><u>Specific objectives:</u></p> <ul style="list-style-type: none"> ● Offering services in 7 other counties ● Consolidating Funky branches in 3 cities ● Becoming more eco-friendly ● Consolidating the European dimension, through specific advocacy and constant presence in Central and Eastern Europe, communicated periodically
<p>WE ORGANIZE OURSELVES</p> <ul style="list-style-type: none"> ● We consolidate the most impactful procedures to assure their sustainability and independence. ● We work more efficiently, we think things through in a timely manner, and we are realistic with our time. ● We work more connected with society. We also remain a watchdog. 	<p>WE PROMOTE (ADVOCACY):</p> <ul style="list-style-type: none"> ● We refine and preach our method -- data + communication + advocacy ● We accelerate the <i>data-driven policies</i> ● We ask for digitalization and e-governance, through developing institutional infrastructure, including the interconnectedness of databases

¹ The top of domains, according to the frequency of mentions:

9 mentions: education;

5 mentions: local, medium plan (including community building);

3 mentions: watchdog, journalism, left-wing subjects, nationalism, fight mass depression, the economic crisis, lack of trust in institutions (and in the civil society);

2 mentions: psychology, health, authorities (and parties) advocacy, transparency, survival, cleavages (constervatives vs. progressives, etc);

1 mention: populism, extremism, good governance, anticorruption, digitalizations, equidistance (partnerships with different parties)

<p><u>Specific objective:</u></p> <ul style="list-style-type: none"> ● Detaching editorial projects from our institutional vehicle. ● Maintaining the flexibility of our work (we do not have to work non-stop), with an emphasis on delivering the tasks on time. 	<p><u>Specific objectives:</u></p> <ul style="list-style-type: none"> ● A model-campaign of data-driven public policies ● A punctual campaign on debureaucratization through digitalization
<p>WE MONETIZE</p> <p>We create products for the constituency through which we commercialize, for sustainability. We monetize the abilities and information of the team to better value our range of services:</p> <ul style="list-style-type: none"> ● Data intelligence, analysis, fact-sheets ● Promotion and advocacy campaigns ● Community organizing and management ● Media monitoring, legislation ● Trainings ● Consultancy, strategic thinking ● Public speaking <p><u>Specific objectives:</u></p> <p>→ Over 15% from our annual income must come from the economic circuit, from offering services that support the organization (ex: training delivery on budgets or activism)</p>	

References

[Global trends to 2030](#)

[Future of Europe](#)

[Civic Engagement Eurobarometer \(feb 2020\)](#)

[PopRebel](#)

[Study on Romanian youngsters \(2018/2019\)](#)

[Eurostat Regional Yearbook 2020](#)