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## Review

# Management by Participatory Monitoring of Large Industrial Projects - Case Study Rosia Montana

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**The present article proposes a participatory method for monitoring and evaluation of the gold mining under developing by the Rosia Montana Gold Corporation in Rosia Montana area. Although the concept of Participatory Monitoring and Evaluation of large investment project is not new, this method was not used anywhere in Romania. The paper is examining the concept of Participatory Monitoring and Evaluation and the ways to be applied for this specific project. Thus, the approach is not only theoretical but also practical. On the first part, the paper is presenting the main issues for the participatory monitoring and evaluation, the definition of the concept and the comparison with the classical monitoring and evaluation. After a brief survey of the current situation in Rosia Montana and a short presentation of the mining project, the paper is examining the possible ways to implement such a model in Rosia Montana, out of which the authors are choosing the most applicable model. The participatory process is foreseen to undergo for the entire lifespan of the project and beyond and it will be focused on environmental issues, social issues and economic issues.**

**Keywords:** environment impact, large industrial projects, management, monitoring, projects, participatory monitoring,

## INTRODUCTION

Large industrial projects have an important impact over the areas where these projects are implemented. Their influences consist in positive aspects such as economic growth but also negative ones such as pollution, the changes in some landforms or affecting the fauna and flora. In the conditions of world recession, the implementation of ambitious projects of large scale, can represent a relaunch of those specific areas through a

recovery of the socioeconomic environment and so an additional chance for development. But the implementation of those projects must not be done anyway because the negative effects of some uncontrolled evolutions can lead to serious disasters. Therefore, a careful monitoring is imposed on the realization of the projects and also on the development of the activity over their entire existence. The monitoring

methodology is, of course is a highly diversified one. One of this method is "participatory monitoring", the method in which a group of researchers from the "1 Decembrie 1918" University of Alba Iulia wishes to propose as a being a possible solution to one of the biggest mining projects from Europe, namely "the Rosia Montana Gold Corporation Project". In this way the group conducted by Lecturer PhD. Radu Matei Todoran worked for a period of two years to a research related to the above mentioned method in the case of Rosia Montana. In the present article we will present certain aspects of this research.

Mining is without question one of the most important activities of the global economy. A complex activity both in itself (requiring modern technologies often sophisticated or even dangerous) and also for its developing role, managing to become a driving force to boost significantly the evolution of many other activities. In this context in the areas where the mining activities are working they become high interest areas for investment, triggering the creation of new working places, development of infrastructure, of education, related industries in the extraction process by providing equipment ranging from extraction to protection of persons or the environment. Mining therefore represents a chance for development and in some cases even rescue economies that are in difficulty. Finland is one of the most competitive European economy and is based, among others, on a well-developed mining sector, supported by a stable legislation, trained manpower, adequate infrastructure, support from state authority and, a very important fact, a positive attitude towards mining population. In contrast to what has been said here about Finland, we find another EU country, Greece. Relying more on the touristic potential of the country, it seems that Greece has forgotten the mineral resources of its soil. However the Greek authorities have recently approved European Goldfields Company to begin working for the opening of two gold mines. Could this be a chance to emerge from the crisis? Some experts respond positive, considering the strong positive chance to restart the mining activity as a possible avoidance of the collapse that threatens their economy. Being somewhat in a different situation, Romania, faces a different range of problems than her sisters from the European Union. Thus in Romania - a country with significant and varied natural resources, mining has always been considered a difficult, dangerous and inefficient activity. This is because mining activities were based on old technologies, working accidents were significant and mining areas were significantly avoided by wellness. According to the directives of communist authorities, working places created indirectly were not found in the neighborhood of exploitation but, following a questionable principle of "uniform development of all areas of the country" were dispersed. Thus in the Jiu Valley a famous coal area, there weren't any factories

that produced rolling material for mining exploitation, companies for measurement and control equipment couldn't be found, there was no manufacturer for pumps, ventilation installations etc. Due to these deficiencies, along with the transition to the "market economy" the status of mining areas was aggravated due to the lack of a national strategy related to privatization and development of mining areas. Moreover, the miners were considered "a mass of maneuver" in the first years after 1989 and used in political purposes. In the consciousness of the Romanians was induced also the fact that the most expensive energy is the one obtained from fossil fuels (therefore from extraction activities) to create a psychosis that generated a certain attitude of rejection towards everything related to mining.

Exploitation of natural resources in generally, and gold-silver ores, in particular, has an obvious positive impact on host communities. Potential benefits related to the balancing of external balance of payments due to export, in the case of less industrialized states, or by reducing imports of primary resources, in the case of industrialized countries, increasing foreign direct investment, technology transfer, human and physical infrastructure development associated with the mining projects, an increase from tax revenues and royalty fee, an increase in employment rates and the demand through the multiplier effect.

Despite the certain benefits for the beneficiary communities, mining projects raise a number of concerns in the community. In general, the problems that draw attention to the community members can be summarized as following:

- Will I have a job in the new investment?
  - What are my direct benefits from the investment?
  - In what way the investment will immediately and directly affect me?
  - What happens to me after the investment ends?
- Community as a whole, especially under the influence of external factors, will develop other interests towards the investment project:
- What are the medium and long term benefits for the community?
  - What is the environmental impact?
  - What is the impact on cultural heritage?
  - How will it affect future economic development?

In the absence of a coherent appeal, these issues of interest to the community can easily be turned into sources of disproof.

### Legislation

From the beginning it should be noted the fact that the establishment of a monitoring and a participatory evaluation has not the meaning to replace - and cannot - the monitoring and evaluation actions conducted under the law institutions of Romania. These activities are

based on the law, are conducted constantly and materialize through inspection reports, observation notes, etc. and if a violation of the law is being found, the next action is the sanction and measures of correcting the situation are disposed. Classic monitoring, made under the law supervision, does not require a participatory approach but is an expression of law enforcement by the State, which is the only holder of that power. The facts of monitoring and control of legal effects are also different from what follows through the participatory approach. From the point of view of law, control and monitoring is carried out in order to verify the application of the law, identifying risk areas and preventing the risks, also in the purpose of identification the violations of laws, sanctioning the violations and restore legality.

World Resource Institute conducted an analysis (World Resource Institute, 2009) on several national legislations regarding the community involvement in major industrial projects. According to this analysis, national legislations address different the problem: "Some countries have strong laws destined for communities' involvement and their application is effective. Other countries have adopted good legislations but only on paper and their application are not effective, while others did not incorporate community involvement in the legislation." (World Resource Institute, 2009, pg.14). An interesting example mentioned in this document is the Philippines mining legislation, which explicitly promotes participatory monitoring from the local communities by requiring the establishment of a multiparty monitoring team that includes representatives from the affected local communities. (World Resource Institute, 2009, pg.13).

National legislation in Romania does not include the obligativity for implication of the communities in the developing and operating of the large industrial projects. There are, however, provisions that impose on the investor tasks the achieving and documenting a consultative process through which stakeholders can express their opinion, can bring opposition and questions or simply to participate in a public consultation.

According to the Environmental Law no. 137 from 29 December 1995 with the further modifications and additions at art. 63 it is provided that "environmental protection authorities and local councils will initiate action to inform and participate in public debates regarding urban development programs and municipal services, over the importance of measures destined for environmental protection and human settlements". In Section 1 Duties and responsibilities of environmental protection authority in Article 64 "the central authority for environmental protection has the following duties and responsibilities: ..... c) to create the organizational framework that allows access to information and participation in environmental decisions - policies, regulations, licensing procedures, development plans and spatial planning - for other authorities of central public administration and local non-governmental organizations

and population ..... p) to regularly consult with representatives of NGOs and with other representatives of civil society to establish general environmental strategy and decision making in cases that could affect the environment;"( Environmental Law no. 137, 29 December 1995)

Public involvement in consultative processes and is established in GD 1076/2004 regarding the establishment procedure of environmental assessments for plans and programs, normative act that transposes into national legislation Directive 85/337/EEC, as amended by Directive 97/11/EC. According to the G D, the public represents one or more individuals or legal persons and, in accordance with national legislation practice, the associations, organizations or groups belonging to them (art. 2, lett. D). According to art. 7 aligned. 1 "environmental assessment procedure is applied by the authority holder of the plan or program in collaboration with the competent environmental authorities, with the consultation with central and local health authorities and with those interested in the effects of implementing the plans and programs, and if the case, the public opinion and it ends with issuing the environmental permit for plans or programs" and in the 3<sup>rd</sup> alignment provides that "Public participation in the environmental assessment procedure is done effectively since the initiation of the plan or program". Despite this provision, that speaks about public participation the procedure is actually consultative one, in which the participatory process is limited to a series of punctual debates and limited in time and to ask questions toward the public, questions that must be answered by the economic operator.

Similar provisions as content and procedure can be found in GD 445/2009 on the assessment of the impact of certain public and private projects on the environment. In this normative act, the public and interested public are differentiated, the interested public is defined as the public affected or potentially affected by the procedure of evaluation the environmental impact as integrated part of the releasing procedure for development approval or having an interest in that procedure, in the sense of this definition, non-governmental organizations promoting environmental protection and meeting legal requirements are considered as having an interest.( GD 445/2009)

The law for improvement of the territory also contains provisions regarding public consultation and references to the consultation of population are contained in the Mining Law. Thus, at art. 3, paragraph 26, defines Remaking Plan as "measures of restoration and environmental rehabilitation in exploration/exploitation having into consideration the options of local communities regarding the usage of perimeter and which contains technical project for realizing them".( Mining Law 85/2003)

Participatory approaches are found early in the national legislation regarding regional development. So according to article 2, al. 3, of Regional Development Law

"Principles underlying achieving of regional development policy are: subsidiary, decentralization, partnership." (Regional Development Law 315/2004)

National legislative resources analyzed above refer almost exclusively to public consultation for general validation or invalidation or specific of certain actions or activities. The participatory component represented by public consultation does not correspond to the characteristics of the monitoring and participatory evaluation as they are presented in the literature from the domain. Moreover, the efficiency and effectiveness of public consultation procedure are questionable. A European Commission report shows that European practice in the field of public consultation is diverse and the results are not necessarily those followed.

The most advanced participatory approach found by us in the national legislation is the one provided by GD 1115/2004, regarding the elaboration of partnership of the National Development Plan. From these provisions it can be drawn intention of the legislator to achieve at least some of the objectives defined in the literature in the domain as being those of monitoring and participatory evaluation - knowledge transfer, assuming the results after a negotiation process, involvement in follow-up action - but things stop here. Plans and strategies resulting from the process are often seen as bureaucratic aspects of another approach, in this case accessing Structural Funds.

Similarly the most advanced legal provision in this domain at international level seems to be the legislation from Philippine which provides explicitly the participative approach of the monitorization.

The lack of national legislative references in this theme does not prevent the establishment of a monitoring and assessment model. The legislation does not provide nor prohibits this model and a commitment of this type certainly lies in the limits of the law, given that it will not propose to substitute legal monitoring activities or state institutions with attributions in this field.

Legality of an approach does not combine, always with the legitimacy. An action or inaction may well range between legal limits without being legitimate. Practically the coordination of the increasingly complex interactions between host communities and companies are affected by three social processes between the organizational and institutional legitimacy is perhaps the most complex. Along with legitimacy it can be found common understanding and power relations, which, moreover, fundaments legitimacy.

From the perspective of the project owner, the legitimacy of an organization is attached to its image and is required to maintain its social license and production and profit. Companies and their actions must to be perceived as legitimate by the host communities. Furthermore, host communities and organizations judge the legitimacy, most often outside the legal regulations that governates the company's activity. What occurs here

is trust between the two social actors, which is based on trust responsibility in relation with mutual expectations. At its time the confidence is based on building a common settlement. The attempt to make communities to understand the impact that an industrial project has on their lives is a big challenge for the company representatives who have to listen and learn. Power relations are based following the building of co-decision process through monitoring and participatory evaluation. Giving up to total control on the allocation of resources is an unnatural process for companies and requires time to build trust and obtain legitimacy.

In the given context the legitimacy is not a neglectable concept. On the contrary, by this concept binds the validation of the results of the process and, eventually by achieving the purposes of monitoring and participative evaluation.

Starting a process of this type does not assume the legitimating process. In fact, this is one of the major challenges that the process will have to overcome. Depending on the initiator, the person in charge with finances and participants can enjoy the a priori perception more or less favorable, but legitimacy is built over time through public recognition of actions and results.

The first thing that needs to be considered is the initiation of the process. Regardless of the initiator, and start taking transparency is essential for following legitimating. If the process is initiated by the project owner himself, transparency is even more important. It is imperative that goals be declared from a start and these goals must be in compliance with the law. Similarly, if the initiator of the process is an external organization of the project owner, it is necessary that at some point, to assure his cooperation. The industrial design is not only a subject to monitoring but also must be an involved participant in monitoring through its operator.

The second aspect is the ongoing of the process. Obviously the process must offer to all permanently the chance to be involved with the purpose of building legitimacy. The person that it's involved cannot contest the legitimacy of the process in which he belongs as a volunteer, meanwhile the person that is not involved will hardly find arguments to contest the legitimacy of an open process that he can join at any time and can influence it.

The third issue is the result of the process. Practically, at this stage it validates the legitimacy which phases of initiation and progress is somehow presumed. In the case in which the results of the process raise mechanisms that incorporates community problems in decision-making processes of company, legitimacy is, definitively acquired. Any complaints will come from marginal groups and, therefore, even in a democratic system of decision, problems of these groups should be taken into consideration and included in the process. Lack of legitimacy, on the other hand, has as effect process

failure.

### Why Monitoring?

To monitor means to supervise, to track a certain process or a certain activity, this operation is being done either with the help of human observers trained in this direction, or by the help of adequate devices. As an operation itself, has a variable degree of complexity depending on the subject under analysis.

### The utility of monitoring and participative evaluation

Cornwall and Jewkes assert that "It is important to look at people as participants rather than objects, participants that are able to analyze their own situations and build their own solutions." (Cornwall, A. and Jewkes, R., 1995, pp.1667-1676) Monitoring and classic evaluation is often based on quantitative observations non participatory, built by external evaluators for the project or the program in question. (Aubel, J., 2004)

These processes have been highly criticized as being top-down approach and serve only the interests of funding agencies and policy generators and, on the other hand, only ensures few opportunities for the stakeholders to express their views and judgments. (Cracknell, B.E., 2000, Pp.110-111, Kanji, N., 2003). Top-down approach although it has many advantages, among which the possibility of triggering more faster a process of this gender and allows the establishment of a scientific and technical frame quite high, although it shows sufficient disadvantages between the most important being the lack of sense of belonging from the people involved, which makes more difficult the transfer of responsibility and best practices to the holders of interests. Or, this process is essential from the point of view of sustainable development by the acquisition of knowledge. On the other hand, the bottom-up approach - has several disadvantages, such as a long period of aggregation and priming, higher initial costs, but the advantages can be determined when choosing the model of approach between the sustainability building, permeability increased of interest holders in the learning process, increased feeling of belonging and responsibility.

MPE is considered essential if the purpose of continuous and periodic evaluation is understanding and answering to local realities and the ensured results are used for sustainable development. (Papineau, D. and Kiely, M.C., 1996, pp.79-93.) starting from the purpose above said, we can say that a number of key functions of MPE are:

- to facilitate mutual learning (Rebien, C.C., 1996, pp.151-171; Noponen, H., 1997, pp.30-48. )
- to contribute to the construction of local decision-

making capacity building and community-based development (Nayaran,-Parker, D. 1993, Papineau, D. and Kiely, M.C., 1996, pp.79-93)

- to help participants through acquisition of skills in the purpose of evaluation their needs, analyze their own objectives and priorities and making action plans in the purpose of resolving their own problems (Estrella, M. and Gaventa, J., 1998).

In other words, one of the goals of MPE is to share skills and to share competences and to build capacity for self-evaluation (W. Booth, R. Ebrahim, R. Morin, 1998.).

The first issue that can be considered is represented by cost savings. Additional costs generated by community opposition towards a major investment project are perfectly exemplified by the case of intention to expand the gold mine Yanacocha from Peru, where the community employment actions were minimal from the part of the project owners which generated high additional costs (Herz S., A. La Viña, J. Sohn. 2007).

A second issue not at all neglectible in the context of the discussion of the utility of participatory approach is risk management. Community involvement can help identify, prevent and mitigate environmental and social impacts that may jeopardize the project. Affecting communities can generate protests to block or delay the construction and can create prerequisites for the governments to modify licenses or permits. For example, in Peru the Machiguenga community protested at the public consultation for building block 56 of the exploitation of natural gas project Camissa II / Peru LNG, project that was delayed 4 months and with 18 months the providing of funds from the Inter American Development Bank (Herz, Steven, Antonio La Viña & Jonathan Sohn. 2007, pp 13-14).

The 2007 report of the World Resources Institute describes the types of risks that can occur in the case of a large infrastructure project or exploitation that can be identified, prevented and mitigated by effective community involvement. Among them we can state the financial risks, construction risks, operational risk, reputation risk, credit risk, governmental risk, political risk (Herz, Steven, Antonio La Viña & Jonathan Sohn. 2007.).

### Principles of monitoring and participative evaluation

Reitbergen-McCracken and Narayan (Rietbergen-McCracken, J. and Narayan, D., 1998) suggests that real participatory monitoring and evaluation has four key principles:

- Locals are active participants not only sources of information
- Interest holders evaluate people outside the company
- Focus is on building the capacities of stakeholders to make analyzes and solve problems
- The constitution requires a commitment to implement

any corrective action recommended

### Classification Of Participatory Monitoring

Along with the distinction between classical monitoring and participatory monitoring, there are other distinctions that can be made in the interior of the concept of monitoring and participatory evaluation. Institutionalized or ad hoc variations are multiple and follow the specific of each activity that is being monitored.

According to Brisolara (Brisolara, S., 1998), there are two main currents of participatory monitoring, which have different origins in historical and ideology terms:

1. Practical monitoring and participatory evaluation - focuses on pragmatism, having as base function of the usage of evaluation.
2. Transformative participatory monitoring and evaluation - is based on emancipation and social activism and focuses on empowering oppressed groups.

### The Advantages Of Using Monitoring

#### 1. Monitoring as a method of modern management

As modern management method, monitoring aims to follow the proposed processes in order to optimize and consists in the providing to the decision maker some information that will help to assist in the developing of decision-making process. In order to become an effective tool in the hands of management, monitoring must go through several stages, namely:

- Surveillance and monitoring
- Centralization and data interpretation
- Entering data in the decision making process
- Taking decisions

One modern management methods that appeals successfully to the monitoring process is the one of "managing by objectives". The level of particularization of the initial objectives is set by the management organization.

Operatively whenever the situation requires, it can be taken corrective or prophylactic measures so that the realization of the objectives to be as closer to the rates set by the organization's programs. The main advantages of this method are:

- Realization of a correct sizing of objectives depending on the structural level and procedural of organization
- Clearly states the role and place of each function in achieving organizational goals
- Promotes a flexible system of rewards and material incentives
- Ensures a judicious structuring of responsibilities on the hierarchical levels

- Provides easy access to the calculation of the implementation costs
- Harmonizes the interests of Shareholders - stakeholders through sharing of the initial objectives

Therefore, monitoring plays an essential role in management and in implementation. If we will talk about a project, then the monitoring should be attended by a large number of people and institutions positioned on many levels. If not all people hold an adequate training for an optimal monitoring the first pass is to train them in order to be able accomplish the entrusted mission.

The accomplishment of such actions will be called "Participative monitoring" because it provides a wide access to information to many categories of interested peoples and an active participation in order to these information's.

Advantages of participation to the monitoring include:

- Joint initiatives
- Strengthening the responsibilities
- Improvement in decisions and automatically in the performances
- Correlation of the decisions with the realisation of the project objectives
- Achieving a more significant amount of informations

There are also a series of challenges and shortcomings related to the participation in monitoring, namely:

- High initial costs
- The quantity and diversity of information could create some distortions in interpretation
- Providing inaccurate information from certain malicious person or with misconceptions in ideas

The advantages of the participatory monitoring are obviously superior to the challenges that it generates and it highlights as a modern method of involvement in the implementation of a project.

### Participatory monitoring and participatory evaluation conceptual approaches

A definition could be the following: participatory monitoring is the method that through its application the interested parts in developing an activity are transparently involved in examining the way of application, only to insure then, the dispersion of some real and accurate information's.

William Booth, Rady Ebrahim and Robert Morin define participatory monitoring and evaluation as a systematic tool of project management built to demonstrate the degree of efficiency and effectiveness in order to achieve the goals (Booth W., Ebrahim R., Morin R., 1998, 2001). They also believe that MEP is a democratic process destined to examine the values, progress, constraints and implementation of projects and programs by the holders of interests, through which the value and contribution of local communities is being recognized, in

order to strengthen their involvement capacity and ability to contribute to the progress of the nation.

Participatory monitoring and evaluation does not represent a new concept (Parks W. et al., 2005 pg.10). Having already a tradition of over 20 years mainly concretized in actions of participatory research, participatory rural assessment and agricultural research system. Communities and community organizations have long monitored and assessed their work (without using participatory monitoring and evaluation tag). Identification and usage of local forms of participatory monitoring and evaluation is an important step in planning it. As a form of community involvement in joint problem was and is practiced in various forms, first noninstitutionalized but gradually institutionalized or ad hoc, due to a need for representation in relation with entities outside the community or by effect of law, such as, for example the case of composesorat in Romania. The transfer of participatory monitoring and evaluation from local initiatives to best practice policies of the major funding agencies and development organizations such as the Food and Agriculture Organization (FAO), United States Agency for International Development (USAID), Danish International Development Agency (DANIDA), Department International Development (DFID) and the World Bank held in the 70's, as a response to the increasing importance of individual and organizational learning in the private sector in terms of applying the sustainable development concept. And even if interest for participatory monitoring and evaluation had increased, it should be noted the fact that many local forms of participatory monitoring and evaluation remain certainly unknown.

Monitoring and participatory evaluation (MPE) is best described as a set of principles and a process of engagement in monitoring effort (Burke B., 1998). The process is at least as important as the recommendations and results contained in reports or evaluation meetings.

The most important part of the studies of MPE was generated by international and community development fields (Stewart, S. 1995, Estrella, M., Gaventa, J., 1998, Pasteur, K., and Blauert, J. 2000). Approaches such as Rapid Rural Evaluation, Participatory Rural Evaluation, participatory monitoring and participatory learning methods have been developed to evaluate the local situations in a participatory manner.

### **Steps that can be used when building a process of monitoring and participative evaluation**

From the point of view of an organization that wants to initiate a process of participatory monitoring and evaluation of their own actions we can identify several steps that the organization must follow (William Booth, Rada Ebrahim, Robert Morin, 1998 2001, pp 52-53):

1. The organization must decide if a participatory approach to evaluation and monitoring is required. Participatory approach is useful when the effects of the program or project to stakeholders are questioned when controversy about the benefits arises, or of the path followed to the progress.

2. In the case if a participatory process is decided as being necessary, the organization must decide what's the degree of participatory involvement that is wanted by it. This decision depends on several factors, among which the most important are the degree of interest of the project, the indicators on which the stakeholders have expressed their concern and the degree of availability and technical nature of these indicators, availabilities and capacities of involvement of stakeholders, what are the goals pursued by the organization through the triggering of the process.

3. Preparing the evaluation and monitoring process - the approaches and methods that will be used are needed to be taken into consideration. A special attention should be given to defining the role of external facilitators and the stakeholders that will be involved. As much as possible the decision on the areas of monitoring, data collection instruments and analysis plans should be made during the participatory process.

4. Priming of the process - evaluation and participatory monitoring begins with a series of meetings and in the presence of the facilitators and the stakeholders. The purpose is to get the agreement on the purpose of evaluation and to clarify the roles and responsibilities of participants and facilitators, the schedule it's revised, the logistical arrangements and the agenda are defined, the participants are trained in collecting and analyzing data at a base level.

5. Conducting evaluation and participatory monitoring - participatory methods have as purpose to maximize the involvement of stakeholders in the process, in order to promote learning. The evaluations and participatory monitoring usually uses rapidly evaluation techniques that are simple, less time consuming and less expensive than the traditional methods.

6. Data analysis and the obtaining of the consent over the results - Once the data has been collected for analysis and interpretation of participatory approach, it helps to form a common body of knowledge. Facilitators may need to negotiate with various stakeholder groups if disagreement appears. Developing a common understanding of the results based on the collected data becomes a touchstone for the involvement of the group in an action plan.

7. Preparing the action plan - facilitators will work with the participants in order to prepare an action plan for improving the performances. Thus participants become agents of change and apply lessons learned in order to improve the performance.

8. Action - once agreed, the action plan will be put into

practice. Its implementation will be integrated into the participatory process in terms of monitoring and evaluation.

## **Participatory Monitoring A Possible Solution To The Socio-Economic Recovery Of Rosia Montana**

### **Short history of the area**

Situated in the heart of the Western Carpathians, Rosia Montana has become very known both in Europe and worldwide because the territory has one of the largest gold deposits on the old continent. The well preserved Roman galleries are famous by the ingenuity in which they were executed and are part of the UNESCO patrimony. The "Gold fever" attracted over the years people from all over Europe thus constituting a community based on multiculturalism, which peaked in the late nineteenth century and early twentieth century.

During the communist period the private exploitations were closed to make way for the centralized soviet economy. In 1970 was given up the exploitation in galleries, passing to that in the quarry, the time in which the mountains began to be "moved from the place" after talking to locals.

In the period after 1989 when Romania made great efforts to move to a market economy, the Rosia Montana mining area has seen a steady decline till 2006 when any gold mining activity was stopped. Instead, in 2009, the respective area enters the Guinness World Records through the events organized by the locals when they recorded most gold miners seekers who worked together with "saitrocul" an old wooden container used to wash the ore. This was a signal given by the local community to the Romanian Government to highlight the people's desire to reopen the exploitations.

In 1996, the Canadian company "Gabriel Resources", listed on the Toronto Stock Exchange, shows interests towards the exploitation from Rosia Montana, due to substantial reduction activities at state mines. Thus the joint venture was established in 1997 "Euro Gold Resources" which later, in 2000 turned into "Rosia Montana Gold Corporation" which has only two shareholders: the Romanian state through the company Minvest Deva 19.3% from shares and Gabriel Resources with 80.7 of the total shares.

Geologically the estimated deposits amounted up to 214.9 million tons of ore from which 314 tons of gold and 1480 tones of silver, "in situ". In this way, Rosia Montana, by exploiting the said above deposits may become the largest gold producer in Europe but is waiting for over seven years to obtain the necessary approvals to begin the activity.

### **Participatory Monitoring Achievement**

In the following paragraph we will present "Seven principles that need to be followed in order to achieve participatory monitoring activity" Adapted according to the principles of Organization for Economic Cooperation and Development on engaging citizens in policy-making through information, consultation and public participation. Available at <http://www.oecd.org/dataoecd/24/34/2384040.pdf>:

1. PARTICIPATION. Active participation gives to the interested parts equal rights to an opinion regarding the elaboration and implementation of the programme and also data analysis.
2. TRANSPARENCY. The participants have access to information that are easily understandable and allow them to take decisions having real knowledge.
3. PROCESS. A correct process has as a result an edible programme based on learning and understanding and that can generate corrective and preventive actions.
4. NEGOCIATIONS. The parts negotiate in order to reach a mutual consent in each phase of the project: from the establishing to what will be monitorized or evaluated till the decision of how and when will be collected the data, to interpret what is the real meaning of the data, to agree in the way of communicating the conclusions and to establish what measures will be taken.
5. KNOWLEDGES. The process generates knowledge and understanding, not only data and information.
6. RESPOSIBILITY. The participants know that their efforts will produce results that improve the projects performances according to the legislation.
7. FLEXIBILITY. The participants are open to the results that can contradict preconceived ideas and are ready to act based on these results.

### **Motives For Reopening The Gold Mine From Rosia Montana And Usage Of Participatory Monitoring**

The motives for reopening the gold mine from Rosia Montana by and usage of participatory monitoring can be grouped as following: the economical motives and the people's motives.

#### **The economical motives**

Viewed through the prism of regional economic development, the reopening of the quarry from Rosia Montana would be a unique opportunity to revive the Apuseni Mountains region, and drive investment resources to put up the bases of a durable development. Examples of good practices can be found in abundance

but also failures. Local community (municipality) in wants this thing but nationally opinions and even internationally are divided. Thus, a similar example up to a point to that of Romania is the one of the Las Crucitas from Costa Rica, where the Canadian company Infinito Gold Ltd. tried to open a quarry exploitation of gold deposits and transforming them into gold based on technology that uses cyanide. In 1993 they started the first scraping but public reaction was vehement. For 17 years this fight was filled with battles in the political zone but also with large street demonstrations from the community, unhappy by the consequences of such exploitation. Based on solid arguments related to the damages in the area, in 2010 the Supreme Court overturned the approvals received and requested closure of the business. Infinito Gold Company recorded a loss of over 197 million plus dollars invested in mining plus the decrease to a half value of the company's shares. Confrontations have not stopped, problems moving to the level of international courts. (<http://totb.ro/costa-rica-castiga-lupta-cu-cianura-ce-avem-de-invatat-in-cazul-rosia-montana>)

Another edifying example is that from Peru where the Yanacocha mines want to extend through an important investment of the company Conga, whose majority shareholder (51%) is the U.S. Company Newmont Mining Corp. from Denver. Locals had passed through many experiences not very pleasant, from which, one is purely shocking: in 2000, hundreds of people were sickened after the spill of 150 kg. of mercury. Because of this new investment proposals are facing strong protests from more than 7000 farmers that might remain without the needed water. All water sources from the area should be captured to provide the necessary for the exploitation. Peruvian government will soon have to answer a question not at all easy: "Gold or Water?". Will it be possible to continue to invest or the local communities will impose their point of views? For now ... tensions and protests.

In this context we should ask ourselves what should the Peruvian government decide knowing that the export of the country is based 60% on the ores? How should it be the problem formulated from the economic point of view but social? What ways of mediation could be used to find a mutual solution? (<http://totb.ro/apa-sau-aur-alegere-peruvienilor-care-vor-ramane-fara-apa-din-cauza-exploatarilor-de-aur>, accessed on 10.02.2012)

It is known the fact that the development generally modifies the landscapes and the standard of living often in good but sometimes it can change it in worse. At a prosal of a project from an area the dosage of trust and optimism is generally higher, especially from the perspective of obtaining particular economic results but also from the perspective of generating working places.

By contributing to local community well-being and development, benefits to companies may include (source Community Development Toolkit Published by ESMAP and the World Bank, Washington, USA and ICM,)

London, UK, 2005 Energy Sector Management Assistance Programme, the World Bank and the International Council on Mining and Metals):

- Reputation: Enhanced reputation, in the financial community, in government, and among other stakeholders
- Resources: Improved access to resources, such as ore bodies, in environments that are increasingly challenging or remote
- Ease approvals processes and help resolve disputes: Better relations with local governments, nongovernmental organizations (NGOs) and communities that can help ease approvals processes for project development, expansion, and closure and help resolve disputes and avoid situations in which local groups might hinder or even prevent mining from taking place
- Reduced closure costs and liabilities: Resulting from better management of social risk, better management of community expectations, and reduced community dependency on the operations
- Efficiency and productivity and local support services: Greater efficiency and productivity owing to the availability of improved local support services
- Local workforce: Improved education and skill levels of the local workforce enabling companies to reduce their dependence on expensive expatriates and increase local knowledge in operations, knowledge that can save time, effort, frustration, and money
- Employees: Improved employee recruitment, retention, and engagement.

In time, however, due to dispersed interests and some dissatisfaction that may occur in the absence of close monitoring may lead to generation of conflicts. Conflicts arise when the expectations are not met, when there is no rhythmical information and competence, when the involved parties are not equitable or if there is a negative impact. The lack of communication between parties usually stays at the appearance of conflicts.

In the case of Rosia Montana, the identified aspect by us as being crucial is trust. If the proponents of the industrial project openly declare their trust in the investor, opponents demonize any action or affirmation of the investor, so what should have consisted in a dialogue to identify the best solutions to a given situation, became an overt conflict, worn on several fronts. Opponents say, more or less argued that the solution to develop the area through mining is not a sustainable development solution and the technology that uses cyanide is toxic and represents mortal dangers for the locals, the fact that the start of the mining would destroy historical artifacts of global importance, the fact that social and economic benefits of the project are not even close to those claimed by the investor, the fact that the Romanian state is theft by this mining project due to too a small profit participation, the fact that the ecological disaster that will be left behind in the end of the exploitation will be at a large-scale and the costs

associated with greening will stand on the shoulders of the Romanian state. Another topic of distrust is even Romanian State, whose capacity to manage a project of this scale and with such an environmental risk is also questionable in a fundamental way.

In this context the "participatory monitoring" can offer to people the necessary information that they need in a credible and well dosed way, facilitating the access in the area of good things and projects but also in that of not so good things.

From the point of view of the "information management" would be two main directions in the approach of the development of an industrial project:

- Creating of a proper communication composed of professionals that will ensure depending on the context a high degree of transparency and a dynamic flow control of the information.

- The application of the method "participatory monitoring" by resorting to an equidistant organism (and perceived as such by the community) that could ensure a harmonized relationship between shareholders-stakeholders.

The first version taken into discussion the short time efficiency, but on long term will certainly suffer an erosion of the credibility firstly because of the more or less visible dependence on shareholding.

The second version allows the creation of an open system of monitoring, neutral and credible (using as vector itself the notoriety of the persons and the involved organizations), but also by satisfaction of the expectations of the interested parts through a balanced component.

Such an approach is primarily important if we look in comparison to a media communication of "advertising" which would not have the same power of persuasion. An advertising insert however professionally is proven to be, may increase awareness but cannot change certain beliefs, but on the contrary it may radicalize them, while an organism conceived as neutral and relevant can hope to change the position of the individuals and then of course that of the community.

The mining project proposed by RMGC is presently one of the largest industrial projects in Romania. Yet for more than seven years the necessary approvals are expected to start mining exploitation. The delay in obtaining the permits is due both to policy makers which proposed to use for themselves in election campaigns the mining project adopting, after the case, appropriate positions "for" and "against" as well as other factors including:

- Distrust of citizens in the technologies that use cyanide for obtaining precious metal
- Public opinion doubts about the honesty of the contracts that could be signed between state representatives and those of RMGC
- There is a high fear factors related to the environmental protection

- It is believed that by performing excavation works will be deployed huge amounts of rock that would adversely affect the life of plants and animals (biota)

- By execution of excavation works would be affected the remains with great historical importance.

So the Romanian public opinion is polarized between two opposing tendencies:

1. One in favor of exploitation, which highlights the economic and social benefits of running an industrial project unprecedented in modern Romania.

2. Other against starting the exploitation, which, besides the arguments presented above is supported by the typical Romanian "psychosis" related to mining.

Thus, in this situation, one of the most ambitious projects related to the development of Romania trails. Therefore, a group of researchers of the "1 Decembrie 1918" University of Alba Iulia proposed to study the possibility of implementing new methods, not applied to this date on an industrial scale in Romania, in order to be able to track in equidistance conditions the mining project development from Rosia Montana. One of the proposed methods and the subject of this article is called "participatory monitoring" of the mining project in Rosia Montana "

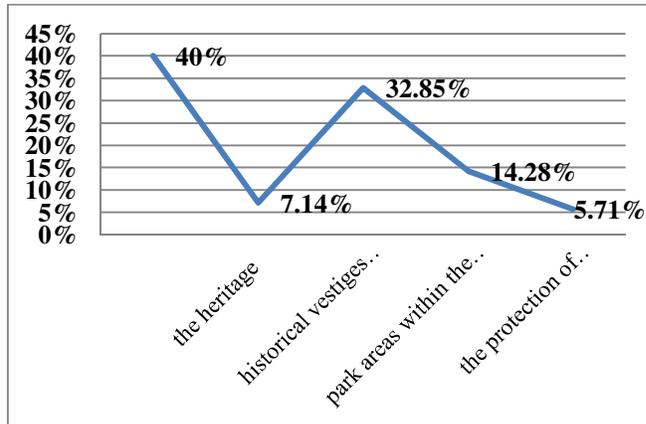
Therefore, monitoring plays an essential role in the management and implementation of industrial projects. If we will talk about a project, then at the monitoring should attend a large number of people and institutions at as many levels as possible. If not all people have adequate training to conduct an optimal monitoring the first pass their training in order to be able to take out the entrusted mission.

The execution of such actions will be called "participatory monitoring" because it provides a wide access rate to information to as many categories of interested and an active participation in getting this information.

### The peoples motives

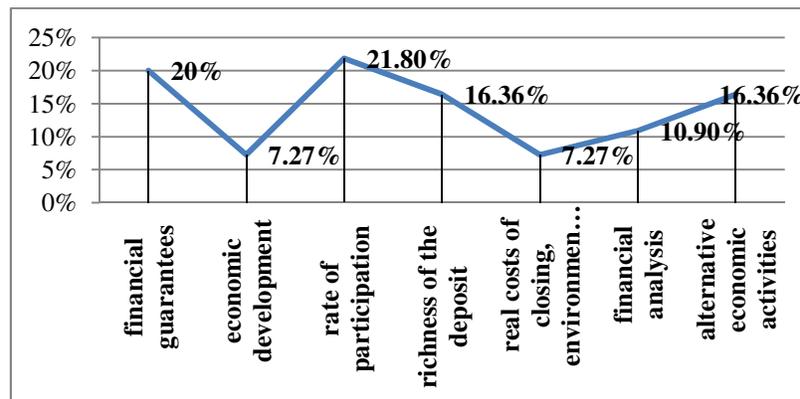
In order to investigate the opinion of the peoples that live in Rosia Montana for reopening the gold mine from the area by and usage of participatory monitoring a research was conducted. The research is an exploratory type and aims at analyzing the opinions of the people from Rosia Montana regarding the reopening the mine in that area. The source of the used data is a secondary one, questionnaires were taken from the environment ministry's website and analyzed according to the research objectives ([http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)). Questionnaires were prepared and given to see people opinions on the cultural, economic, social and environmental aspects.

The objectives of the research are the following:



**Figure 1.** Cultural aspects

Source: analyzed after the data collected from the environment ministry available at [http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)



**Figure 2.** Economic aspects

Source: analyzed after the data collected from the environment ministry available at [http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)

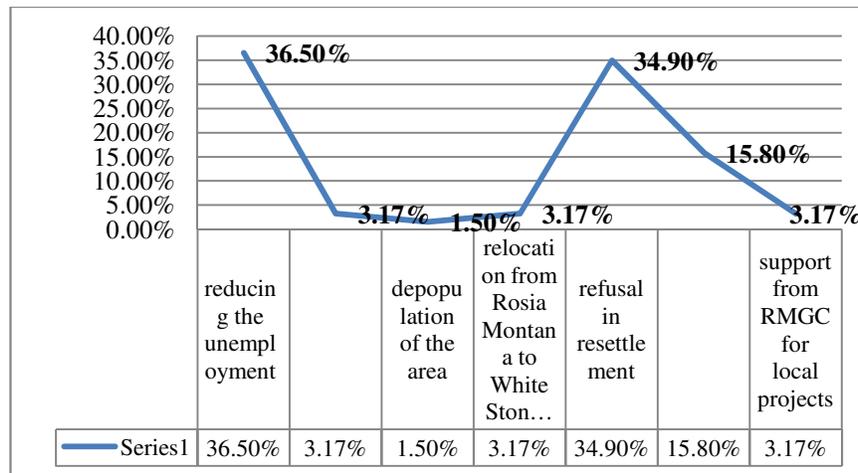
- Finding the importance given by respondents on cultural issues
- Finding the importance given by respondents on economic issues
- Finding the importance given by respondents on social issues
- Finding the importance given by respondents on environmental issues
- Identify the issues that respondents consider important in terms of cultural aspects
- Identify the issues that respondents considered economically important
- Identify the issues that respondents consider important in terms of social aspects
- Identify the issues that respondents consider important in terms of environmental aspects

- Identification number of respondents who agree with the project in Rosia Montana

**OBTAINED RESULTS**

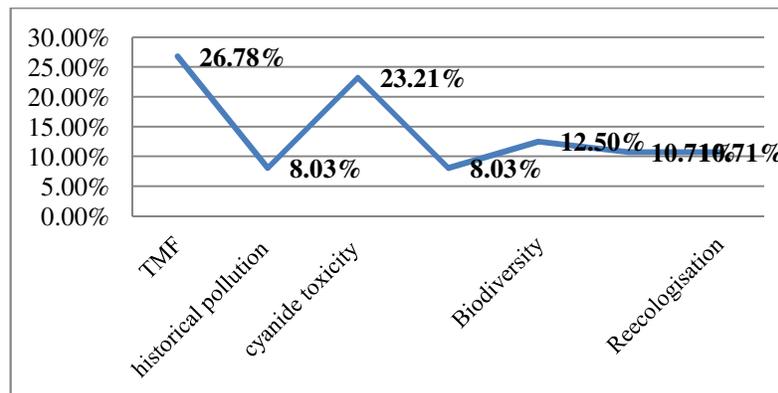
A number of 499 persons we interviewed and the results of the given answers are presented in the following section.

From the total number of 70 interviewed people, or 14.02% were interested in cultural aspects. From this point of view, interviewees were questioned on the following aspects: relocation of churches and tombs from Rosia Montana patrimony of Rosia Montana houses, historical vestiges and Roman galleries at Rosia Montana, areas protected within careers (Stone Raven



**Figure 3.** social aspects

Source: analyzed after the data collected from the environment ministry available at [http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)



**Figure 4.** Aspects related to the environment

Source: analyzed after the data collected from the environment ministry available at [http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)

and The Cloven Stone), protecting the historical centers from the earthquakes caused by explosions from ore extraction.

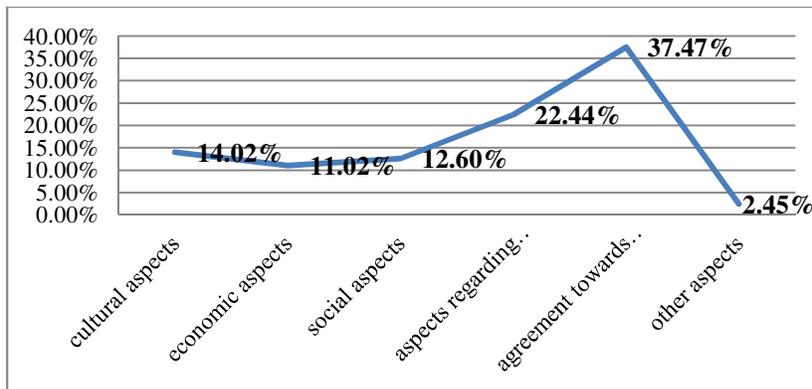
The results of the respondents' point of views on cultural aspects are shown in Figure no 1. From the above figure we can see that:

1. 28 persons meaning 40% are concerned about the displacement of churches and tombs in Rosia Montana
2. 5 people representing a rate of 7.14% are concerned about the heritage of Rosia Montana houses
3. 23 people representing a percentage of 32.85% are concerned with historical vestiges and Roman galleries at Rosia Montana

4. 10 people representing a percentage of 14.28% are concerned about the park areas within the careers (Stone Raven and The Cloven Stone)

5. 4 people representing a rate of 5.71% are concerned about the protection of historical center from the earthquakes caused by explosions from ore extraction.

With regard to the economic aspects a number of 55 persons had been interviewed, meaning a percentage of 11.02%. On economic issues respondents were asked to express their point of views on the following issues: financial guarantees offered by RMGC in the case of an environmental accident: 11 people about the economic development, ownership percentage of 80% for the



**Figure 5.** Agreement towards Rosia Montana project

Source: analyzed after the data collected from the environment ministry available at

[http://www.mmediu.ro/protectia\\_mediului/rosia\\_montana/rosia\\_montana.htm](http://www.mmediu.ro/protectia_mediului/rosia_montana/rosia_montana.htm)

investor and 19, 8% for the state, wealth deposit 300t of gold 1200t silver, actual closing costs, environmental rehabilitation, financial analysis showing what are the investments, operating costs and profit and alternative economic activities.

Opinions of the respondents about the economic issues are presented in Figure 2 and detailed as follows: 11 persons representing 20% expressed concern about the financial guarantees provided by RMGC in case of an emergency need to protect the environment; 4 people representing a rate of 7.27% expressed concern about economic development, 12 people representing a rate of 21.8% expressed concern about the rate of participation of 80% for investor and 19.8% for the state, 9 persons representing a percentage of 16.36% expressed concern about the richness of the deposit 300t of gold and 1200t silver; 4 people representing a rate of 7.27% expressed concern about the real costs of closing, environmental rehabilitation, 6 persons representing a rate of 10.9% expressed concern about the financial analysis showing the investments, operating costs and profit; 9 persons representing a percentage of 16.36% expressed concern about the alternative economic activities.

Referring to the social issues, 63 people, or 12.6%, of the 499 people expressed their opinion on: reducing the unemployment by creating working places, employment of people from other areas of the Apuseni mountains; depopulation of the area in the absence of an economic activity, displacement from Rosia Montana to White Stone, refusing resettlement, the faith of the miners after the closing of the project; financial support of the RMGC local projects dedicated to the development of the infrastructure, social services and community services.

The answers given by people investigated section covering social issues are presented in Figure 3 and are detailed as follows:

- For reducing the unemployment by creating working places answered a total of 24 people representing a rate of 36.5%
- For employment opportunities for other persons from other areas of the Apuseni Mountains 2 people responded that a rate of 3.17%
- Regarding to the depopulation of the area in the case of the lack of economic activity a person responded representing a rate of 1.5%
- Regarding to the relocation from Rosia Montana to White Stone voiced the opinion 2 persons 3.17%
- A total number of 22 persons, meaning 34.9% expressed their refusal in resettlement
- Regarding faith of the miners after the closing of the project end 10 people responded meaning a percentage of 15.8%
- For financial support from RMGC for local projects dedicated to infrastructure, social services and community services responded 2 persons representing 3.17%

Environmental issues were raised at a rate of 22.44%. Respectively from the 499 people investigated, 112 people expressed their opinion on the following environmental issues: TMF, historical pollution, cyanide toxicity, sustainable development, biodiversity, monitoring environmental factors, re-ecologisation. The results are presented in Figure 4.

The responses given by the interviewees are as follows:

- On TMF expressed opinion 30 persons representing 26.78%
- On historical pollution expressed opinion 9 persons representing 8.03%
- On cyanide toxicity expressed opinion of 26 persons representing 23.21%.
- On sustainable development and expressed their

opinion 9 persons representing 8.03%

- On biodiversity and expressed their opinion 14 people representing 12.5%

- On monitoring environmental factors expressed opinion 12 people representing 10.71%

- On re-ecologisation expressed opinion 12 people representing 10.71%

From the 499 people who were recorded in terms of observations after the public debates a number of 187 people, meaning 37.47%, agreed with the Rosia Montana project without any questions or concerns from these debates.

From the 499 people investigated a total number of 187 people, or 37.47%, agreed with the Rosia Montana project without having any questions or concerns. From the graphic above we see that a percentage of 2.45% of those present in the public debate, referred to matters other than those mentioned above.

In 9 December 2012 took place a referendum organized by the Alba County Council on a number of 39 localities from the Apuseni Mountain area in order to investigate the agreement on the opening of the Rosia Montana project. This can be the first attempt to implement the monitoring participation of the public opinion.

## CONCLUSIONS AND PROPOSALS

In order to propose various methods or formulas institutionalization of "participatory monitoring" will be determined in advance who should organize this activity and also the possible purposes of monitoring programs.

Therefore it will be needed the identification of an organizer to endorse institutionalization itself and carry it to the end. This organizer can represent the following entities:

- Local, county and national authorities
- The project owner
- An agreed consultant
- The financial institution that endorses the project
- A development agency
- An NGO or association of organizations with interests in environmental protection and sustainable development domain
- An institution of university rank
- A group of representatives consisted from all interested in the project

The role of the organizer must be clearly defined by the initiators and planners and would be necessary to preevaluate the impact that it could have on the "stakeholders" area. Thus it can happen that a very legitimate organizer is not the most credible one and then another option needs to be found, more diplomatic. The organizer will also need to be very flexible so that if becomes less credible he can teach all the activities to another entity. Generally the role of organizer must be a

generic one because he will not effectively participate in the actual monitoring activity. Thus it will have the task of providing a neutral space in which to gather the interested factors without reluctance to take their actions. In special cases where work sluggish or even stagnant, the organizers role can become more active in the sense that it could lead temporarily the activities or might even reorganize them.

When the need of a program is fully justified the purpose of this activity will be defined. Possible purposes in this direction could be:

- promoting education and general awareness on environmental impact and sustainable development
- Building an understanding of the technical aspects among all interested
- Developing benchmarks and monitoring environmental and social changes over time
- Assessing public perceptions about the monitoring activities
- The detection and investigation of potential environmental and social issues
- Creating a technical database for compliance and environmental and social responsibility
- Evaluation of the efficiency of the implemented environmental protection measures

Given these purposes, the organizer will also have another responsibility the one that is related to planning the activities. Without a judicious planning the activities would not be coherent, they would overlap or step away from the goals and because of this a planning team will be selected. This selected and authorized team by the Organizer will have on the already adopted goals to carry out the following types of activities:

- Plan activities to choose the most appropriate option for institutionalization
- Planning activities for selection of the individuals and/or legal body that will form the monitoring organism
- Defining specific objectives of the participatory monitoring
- Planning institutionalization financial resources, taking into account that the initial financial burden is quite important
- Planning to achieve institutionalization itself
- Planning the realization of the documents (rules) of functioning of the monitoring organism and eventually the certification stages according to quality assurance normative.

If a certain minimum conditions relating to the operation of planning are met, the planning team will prepare a preliminary program that will respect the default principles and that can be publicized and popularized.

The planning group is obliged to build the necessary frame to establish the Body of Technical Experts. These are certified specialized people, capable to take, to process and to provide some specialty informations strictly on the proposed activities toward monitorization. The selection criteria of those experts must be based on

qualification, credibility, notoriety, independence and experience, and also on their abilities to work with the community, the organizer and the planning team.

Therefore prior actions to the institutionalization stage should be the following:

1. The election of the organizer. This activity must be initiated by the most interested players in the project realization (usually the main shareholders along with the local community representatives). But its realization can be transferred according to the strategy adopted to another entity.

2. The naming of the planning team. Planning team should be consisted firstly from trained specialists in the development of participatory monitoring projects, generally with good management skills, good knowledge of both technology and environmental protection measures.

3. The naming of the technical experts. The naming of technical experts will be based on a preliminary assessment, an activity organized by the planning team working closely with the organizer.

As the planning team has an essential role in the development of the activities in order to earn a share of credibility, it will have to hold a series of consultations with the interested public in the form of debates and seminars. Their aim is to develop a correct final monitoring program. If needed a qualified "mediator" can be called also in this regard in order to facilitate the communication and transfer of information in both ways, to ensure a decent and working environment at the level of debates.

The seminars can have the following structure:

The first seminar - The debate over the process of realization of the monitoring process and the time schedule

The second seminar – The analysis and definition of the purposes, objectives and key questions that are needed to be answered by the programme.

The third seminar – will discuss which participatory solution is the best for the good compliance of the objectives.

The fourth seminar – realization of a technical frame for the monitoring plan

The fifth seminar - the elaboration of a managerial solution, financial solution and also a communication plan.

Hence the importance of these consultations is very high coming this way to support the planners and later the members of the monitoring organisms.

### **Participation. Efficient management. Financing**

To achieve an effective participatory monitoring will need to be developed a program that will include effective solutions for the involvement of citizens in all proposed actions. Participation will vary in complexity and intensity

in relation to the status of subjects: involved or informed. The program can only represent an informing infrastructure for the public, or more complex, one active for participation in data collection and processing. For the purposes of our concerns, the program will be one of a strong involvement of all interested based on seven generous principles: participation, transparency, process, negotiation, knowledge, responsibility and flexibility. Such a program will mandatory meet effectively five general objectives of the public participation process (source Rosia Montana Watch Program – working document RMGC):

- Integrate public values in taking the decisions
  - Improves significantly the quality of decisions
  - resolves the conflicts between competing interests
  - Creates trust in institutions
  - Educate and informs the public
- Touching all five objectives, programs will be prepared and substance participatory monitoring will reach its goals.

### **Variants Of Institutionalizations**

#### **Council Organization Type**

This type of organization committee (council) of monitoring, financially costly and complex also as the possibilities of implement and also as the possibilities of expression, it is still one of the variants with a high potential of credibility.

Also as a difficult operation will be proven the selection of members of that body for some may come as individuals and others may be designated by legal and then their freedom of expression will be conditioned by the political organization that they represent. The committee members should be involved in collecting, processing and providing data but some of them would not have the skills needed in this direction.

But let's see after criteria should be selected the committee members:

- Their desire to make it work (we'll see if they need to be financial stimulated or not)
- Each one representativeness in order to cover a large spectrum
- The availability and competence of each one

In the given situation it is expected that the number of the members to be quite important so the organization should be done on two levels:

- a representative-deliberative level consisted from all the entities interested with different degrees of competences.
- a technical-lucrative level that effectively occupies on the acquisition, processing, interpretation and data communication.

Again, will be imperative that the representation degree should be proportionate from the deliberative-

representative level to the technical-lucrative level, in order to eliminate mistrusted situations or the lack of communication. And to realize the interface between those two levels will be assigned a facilitator or moderator that will satisfy all desires of efficient communication between levels. The organization should also be done vertically, meaning on the commissions or departments such as: water quality monitoring committee; Commission to monitor soil quality; monitoring committee over the socio-economic impact on the area and a communication commission. So in a manner we will assist at one organization type Council (Parliament) Local encompassing both permanent staff members with status (level two) and members with deliberative status (level one) with periodic frequency to monitor the activities in the period between sessions (meetings). Therefore we find certain member with executive's attributions (like city hall, county and Land administration) and others with responsibilities for "locally elected" meaning deliberative. In this case we can propose again two variants namely the status of staff members that have voting rights or in the contrary only members with deliberative status have the right to vote. All they will be determined exactly by the planning commission depending on the number of members will choose a narrower version or one with more representation.

### Organization Type Ngo

Another possibility for transposition into practice the monitoring in this case would be the establishment by all interested parties an NGO which has as its primary goal the realization of a transparent and accurate movement of information towards the community and not by the large public. Without a question, as in this case it can be imagined also two variants namely one without spending too much narrower or wider structured on committees.

### Organization Type Advisory Committee

This could be structured in addition to a highly credible institution such as Universities or Research Institutes or why not, Regional Development Agencies. This type of organization enjoys certain notoriety and the experts are not public figures and are perceived as being less corrupt or manipulative. Location at the head of such committees of reputed university professors with high competence would certainly endorse the position of impartiality. Organization in such cases may be quite simple and cost would not be that high.

Of course it can be imagined many other types of organization but from our point of view in this case these could be with the highest degree of success. The organizer in these three cases could be per row: the

principal investor, local authorities or departmental research institutes, universities or regional development agency, depending on the financing of these activities.

FUNDING would represent in the present day a very delicate problem. As we find the situation now the investor in such activity would not be other than the project owner himself, which in the eyes of public opinion could be construed as, it is known, "no one would pay money to be put sticks on wheels" and the monitoring body might be viewed from this perspective.

Of course it can be submitted projects financed by the funds and then organizer could be an institution of academic rank or a development agency. Obtaining of such funds may take a long time and these funds are not unlimited in time and space.

Another initiative could belong to state institutions that could when signing the functioning authorization to enter a contract clause obliging investors to pay to the local or departmental budget some proportional amount to the running costs of certain monitoring organizations. Easier and more accurate will be if the Romanian government legislative initiatives is designed to have a rule in which to gender the investor obligations in connection with the financing of entities that deal with participatory monitoring or to create some government funds endorsed to the Ministry of Environment.

All these options are all in the future and the need to implement the participatory monitoring is immediate. In the given situation we believe that an investor may delegate to an institution with academic rank the responsibilities for organizing, could finance the organization activities following that along the way, depending on what will happen in the future to find a successful alternative.

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