

PD-ABE-382

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**"Establishing Democracy Through Local Government:
A Training Program for Poland"
Cooperative Agreement EUR-0018-A-00-2004-00**

SIX-MONTH REPORT

Submitted by:

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RFA No. SPO/EE-91-008**

The following report represents a fulfillment of grant conditions as signed by the Agency for International Development and Rutgers University on November 15, 1991. This report covers the period October 1, 1991 to March 31, 1992 and is composed of nine sections:

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I. INTRODUCTION

Professor Joanna Regulska, Project Director of Local Democracy in Poland and Rutgers University entered into a contract with the Agency for International Development for a \$1,299,897 million grant titled, "Establishing Democracy Through Local Government: A Training Program for Poland." The duration of the grant is for a period of 12 months beginning on November 15, 1991. As specified in the cooperative agreement dated November 15, "Rutgers may be reimbursed up to \$45,000 for the pre-grant allowable expenses incurred beginning October 1, 1991."

Terms of the Grant

A. Training Modules. Development of four training modules over a 12-month period in association with three subcontractors listed below and the Foundation in Support of Local Democracy.

1. Intragovernmental Relations
Subcontractor - Institute of Public Administration
2. Personnel Systems
Subcontractor - Institute of Public Administration
3. Management and Organization of Services
Subcontractor - Community Development Training Institute
4. Local Finance and Budgeting
Subcontractor - Johns Hopkins University

B. Organization Capacity Building and Management. Assessment and recommendations for improving organization management and job performance at the Foundation in Support of Local Democracy in Warsaw and the 15 Regional Training Centers located throughout Poland.

LDP partner, Dr. Deborah Cutchin,
Bureau of Government Services, Rutgers University

C. Local Innovations Program. Development of a grant support system for associations, institutions, and activities created by local communities to directly support their goals.

LDP partner, The Foundation in Support of Local Democracy
Warsaw, Poland.

II. SCOPE OF WORK

The scope of work for each of the three main objectives is as follows:

1. **Training Modules**, the three subcontractors, CDTI, IPA, JH, agreed to the following conditions of the grant:

- to visit Poland twice;
- to develop four training modules in conjunction with Polish counterparts;
- to translate training materials from English to Polish;
- to deliver each training module four times (twice at each center) to audiences composed of elected officials, professional staff of municipalities, faculty and administrators of local government schools;
- to revise and finalize the Polish versions of the modules;
- to institute a training of trainers program during the final visit.

An additional objective of this first-year program is to attract interested members of the audience who have the potential to become trainers themselves or are in a position to recommend nominees as future trainers. Several additional benefits will be achieved:

- the pool of qualified trainers with a variety of experiences is expanded;
- community interest in local government is encouraged;
- increased diversity of subject areas within the program will be offered;
- local governments will be strengthened and will be more effective in responding to local needs;
- cohesiveness among local municipalities will be promoted and hopefully will be translated into a stronger voice at the national level.

2. **Organization Capacity Building**, Dr. Cutchin agreed to:

- evaluate management, administrative, and clerical staff at FSLD and RTC's;
- conduct individual interviews;
- identify problem areas;
- evaluate organizational structure;
- make recommendations for change;
- hold training sessions for management and personnel at Foundation in Support of Local Democracy and the 15 Regional Training Centers;
- and begin the process of addressing changes.

3. Local Innovations Program

The purpose of this component is to develop a support system for associations, institutions, and activities created by local communities and to directly support their goals. The FSLD will assume the role of a grant donor. The Foundation will provide for financing programs and projects which will:

- generate local self organization and entrepreneurship;
- encourage local communities to respond to needs identified by the local population;
- focus on development of capacities for implementing programs;
- encourage local organizations to engage in cost sharing;
- provide training for local activists or employees.

III. EVALUATION AND MONITORING

As required in the terms of the grant, LDP has submitted to AID a set of Benchmarks that will serve as a criteria for evaluating both the training modules and organization capacity building. The Scope of Work section lists the activities that are needed to meet the standards set forth in the Benchmarks. The Benchmarks require that 1) a group of Polish trainers are trained with first level of competency to teach four courses; 2) a resource base of courses is developed; 3) courses offered are relevant to the needs of local government; 4) interest is generated among local government administrators and local officials; 5) transfer of newly gained knowledge takes place; 6) demand for professional literature and materials increases; and, 7) collaborative efforts between local trainers and officials is initiated.

Organization Capacity Building will be measured against 1) whether or not strengths and weaknesses in FSLD and RTC's have been identified; 2) means to make the organization work more effectively were developed and implemented; 3) clear areas of responsibility for each unit were established (FSLD and RTC's); 4) organization of personnel and management practices were carried out in a manner that will lead to better productivity; 5) new skills were acquired and new practices were established at both FSLD and RTC's.

AID will monitor progress of the grant on a monthly, six-month and 12-month basis as stipulated in the grant agreement.

IV. GRANT MANAGEMENT

1. Participants in the UNITED STATES

A. Local Democracy in Poland, Rutgers University

Professor Regulska, Project Director, Local Democracy in Poland, provides oversight and management for the entire project. The daily management of the LDP office is divided between Dr. Susanna Treesh, responsible for budget management, and Ms. Connie Burke responsible for coordination of the project in the United States. The budget management portion of the grant has covered such areas as: initiating subcontracts with participants; liaison with Research and Sponsored Programs and Accounting; initiating paperwork and transfer of grant funds to FSLD; and other related budgetary duties. The coordination of the project in the US covers liaison with all subcontractors, US and Warsaw, with regard to schedules, translations, monthly reports, travel reports, etc.

Dr. Deborah Cutchin, Bureau of Government Services, Rutgers University, is responsible for conducting an assessment and evaluation of organization capacity building at the Foundation in Support of Local Democracy and the 15 Regional Training Centers. Dr. Cutchin will work with both Professor Regulska at LDP and with Maria Nagorski, the American Program Manager at FSLD.

B. Subcontractors

The subcontractors of each training module have set up teams who will travel to Poland and work directly with Polish trainers. Each subcontractor has identified the following training teams and staff:

Community Development Training Institute

Jan Shapin	Coordinator and Trainer
Jon Sasso	Trainer
Cressworth Lander	Trainer
Linda Nilsson	Staff

Johns Hopkins University

Michael Bell	Coordinator and Trainer
Joni Leithe	Trainer - Government Officers Financial Association

Institute of Public Administration

Annemarie Walsh	Coordinator
William Cassella	Trainer
Theodore Thomas	Trainer
Jerzy Hauptmann	Trainer

Along with performing training themselves and/or enlisting qualified American trainers for the program, the subcontractors are also responsible for managing and administering their individual training module programs and budgets in accordance with Rutgers University and AID requirements. This includes curriculum preparation; coordination with Polish counterparts; coordination of travel schedules with other subcontractors; submission of monthly reports, etc.

2. Participants in POLAND
Foundation in Support of Local Democracy

Professor Regulska coordinates her oversight efforts with the Director of FSLD, Dr. Maria Ptaszynska, and the American Project Manager, Ms. Maria Nagorski. The role of the management group in Poland is to provide direction and review of the project at the Foundation and throughout Poland; offer advice and counsel as needed to Polish personnel and American trainers; and act as liaison with the Board of Directors of FSLD on potential changes that will affect the operation of the Foundation.

Appointed as Program Manager for the FSLD office on October 1, 1991, Maria Nagorski, a Polish-American with dual language skills, bridges the gap between American and Polish personnel at all levels by administering the day-to-day activities of the grant at the FSLD office. Her responsibilities included conducting a needs assessment in Poland and report of the findings to LDP and its subcontractors; coordinating all aspects of the project in Poland, including selection of sites, preparing and disseminating materials, identifying Polish counterparts; offering support to American trainers during their visits; working in conjunction with the RTC's and their Directors; overseeing the allocation of funds in the grant budget and financial reporting.

3. Subcontractor Agreements

Rutgers University signed subcontracts with each of the subcontractors on the dates and for the amounts listed below:

<u>Subcontractor</u>	<u>Date</u>	<u>Amount</u>
Community Development Training Institute	2/1/92	\$ 73,654
Johns Hopkins University	3/8/92	\$ 72,233
Institute of Public Administration	3/15/92	\$147,546
Foundation in Support of Local Democracy	12/19/91	\$530,058

4. Coordinating Meetings in U.S.

In order to promote efficient coordination of the grant, regular coordinating meetings are being held with representatives of each subcontractor attending including the funding agency, AID and the FSLD Program Manager in Poland, when possible. By the end of March 31, 1992, three meetings had been held with a fourth scheduled for April 30, 1992. The October 7 and December 19 meetings were held in Washington D.C. and the March 10 meeting was held at Rutgers University in New Brunswick. Each of the meetings was planned with a particular grant need in mind, ie., determining strategy for the overall project, course development in the U.S. and Poland, approaches to training.

A. 1st Coordinating Meeting October 7, 1991

Upon receiving verbal notification of the grant award, the first coordinating meeting was held with all participants involved in the grant attending. The purpose of the meeting was to introduce participants; identify roles and responsibilities of the groups involved; clarify division of administrative duties; plan efficient working arrangements; and set strategies for implementing the grant. It was held before Program Manager, Maria Nagorski's departure to Poland on a one-year assignment. This first meeting resulted in the following directives:

- American training should be compatible with Polish needs;
- Maria Nagorski, newly appointed Program Manager in Warsaw,

was asked to conduct a preliminary assessment of training needs in Poland and report back to the group in mid-December.

B. 2nd Coordinating Meeting
December 19, 1991

By the second coordinating meeting, Rutgers University had signed a contract with AID and was in the process of finalizing subcontractor agreements. Maria Nagorski returned from her fact-finding mission in Poland and reported back to the group. All subcontractors and an AID representative attended the meeting. Ms. Nagorski reported that for Polish trainers to receive maximum benefits from this program, they should be involved in all stages of curriculum development. The increased involvement by Poles in course development meant that American trainers needed to spend more time in Poland. Therefore, a decision was made to change the number of visits to Poland from two to three:

Trip 1	Develop Curriculum and Plan the Process	1 week
Trip 2	Test and Evaluate	2 weeks
Trip 3	Polish Trainers Delivery and Evaluation	2 weeks

C. 3rd Coordinating Meeting
March 10, 1992

The third meeting was held prior to American trainers' first trip to Poland. The meeting was called to discuss the first-round of training in Poland and to hear Dr. Cutchin's report about the Foundation and Regional Training Centers. Ms. Maria Nagorski, American Program Manager also attended the meeting. Both, she and Dr. Cutchin met with the trainers before and after the meeting to discuss individual training questions, logistics, concerns, and/or issues with regard to their first visit. As a result of this meeting, trainers were advised to keep in mind the following:

- Introduction of new concepts may require more time than originally anticipated.
- Transferring concepts from one culture to another is difficult and requires additional sensitivity.

In addition, the schedule of subcontractor visits to Poland was presented and approved. The timetable required each subcontractor to conduct training during the months of March, May/June/July, and September.

V. PLAN AND SCHEDULE OF ACTIVITIES IN POLAND

1. Training Modules

The purpose of developing modules is to equip a group of Polish trainers with first level of competency to teach four courses, Management and Organization of Services; Local Finance and Budgeting; Roles, Responsibilities and Relationships in Democratic Local Government; Professional Management in Democratic Local Government. The courses are designed to educate local government officials, administrators and staff with essential skills and abilities to enhance development of public administrations. The courses are practical in nature and will lead to a increased level of professionalism in the workforce.

In order to organize this first year of training in an orderly fashion, Maria Nagorski, Program Manager at FSLD, has worked closely with the Regional Training Center Directors and Polish trainers in setting up working arrangements with American trainers. A list of dates and sites is shown below:

Community Development Training Institute Municipal Services

Trip 1	March 12-21	Bialystok
Trip 2	May 6-22	Bialystok and Krakow
Trip 3	September	Bialystok and Krakow

Johns Hopkins University Financial Management

Trip 1	March 23-27	Szczecin
Trip 2	June 1-14	Szczecin and Lodz
Trip 3	September	Szczecin and Lodz

Institute of Public Administration Professional Management

Trip 1	March 30-April 10	Olsztyn and Warsaw
Trip 2	July 2-25	Olsztyn, Warsaw, and Rzeszow
Trip 3	September	Olsztyn, Warsaw, and Rzeszow

2. Organization Capacity Building

The purpose of the organization capacity building at the FSLD and RTC's is to equip personnel with the internal capacity to be self-sustaining and capable of providing those services which will facilitate the functioning and efficiency of local governments.

During the first year of organization capacity building, Dr. Cutchin will travel to Poland three times in order to accomplish this task. Her first trip will center around testing, evaluating, and making recommendations for changes in personnel and management; on the second and third visit she will begin the process of implementation. The schedule breakdown is, as follows:

Trip 1	January 18 - March 4	FSLD, Warsaw and all RTC's
Trip 2	June 20 - July 25	FSLD, Warsaw and selected RTC's
Trip 3	September (dates to be decided)	To be decided

3. Local Innovations Program

The Local Innovations segment of the program has been eliminated. A formal request was made to Ms. Susan Kosinski at AID for reprogramming the funds, which was approved on June 17, 1992. The agreement was amended to reflect the elimination of Program 3 (Local Innovations); consequently, \$50,000 in funds was moved to Program 2 (Organization Capacity Building).

VI. ACCOMPLISHMENTS

By the end of the reporting period, the groups participating in this project have completed approximately 35-40% of their obligations to the program. The lower than 50% level of meeting obligations resulted directly from the fact that only four months (see dates for signing grant agreement) of active implementation of grant objectives took place. Following is a breakdown by individual subcontractors of initiatives begun and accomplishments achieved by March 31, 1991:

1. IN THE UNITED STATES

Local Democracy in Poland, Rutgers University

- Established an organization and communication network between Local Democracy in Poland at Rutgers and its subcontractors, Community Development Training Institute, Johns Hopkins University, Institute of Public Administration, and the Foundation in Support of Local Democracy including coordinating meetings planned to address strategy, curriculum development, and approaches to training.
- Approved scope of work plan as submitted by each subcontractor for their participation in AID project. Financial arrangements were clarified based on scope of work plan, and contracts were signed with CDTI, JH, IPA, and FSLD. Devised regular quarterly payment schedule to meet requirements as specified in Rutgers contracts.
- Devised a set of "Benchmarks" that serve as a standard in meeting the objectives of the project with regard to developing training modules and organization capacity building at FSLD and RTC's.
- Attended to issues, problems, and/or changes initiated during the first six-months of the project.
- Provided information on status of project on regular monthly basis or as requested by funding agency.

A. Training Modules

- Subcontractors developed training plans, prepared preliminary curriculum, and related course materials to take to Poland for first visit. Individual training module schedules and programs were submitted to Program Manager in Poland and approved by Project Director at LDP.
- Several subcontractors' meetings were held to design initial approach to training. Based on these meetings and RTC recommendation changed initial approach to

design and delivery of training to include one more trip for each team. Built-in more up-front assessment time and initial data gathering trip for each of the subcontractors.

- Training materials developed by CDTI. Two guidebooks were developed and subsequently translated into Polish at LDP. Two guidebooks titled, "Contracting for Services" and "Hiring Consultants for Construction Projects" were printed in 125 bi-lingual volumes with Polish and English text placed face-to-face (copy attached with report).
- Johns Hopkins University conducted a survey of work recently done which related to financing and budgeting in Poland. This survey included Government Officers Training Associations' publications and recent work experiences of colleagues in Poland.
- An on-site visit to Szczecin and Dobry was conducted by the Johns Hopkins' team. The purpose was to learn about current offerings at the training centers in order to avoid duplication of efforts.
- Four guidebooks and related materials sent to LDP for translation including the "Overview of the Budget Process," "Analyzing Revenues," "Analyzing Expenditures," and "Capital Budgeting."
- Initial site visits and assessments conducted by all subcontractors. (Three visits as IPA has decided to combine course and trainer teams for Intragovernmental Relations and Personnel Systems). Names of IPA's training modules have changed since March 31, 1992 and are as follows: Roles, Responsibilities, and Relationships in Democratic Local Governments and Professional Management in Democratic Local Governments.

B. Organization Capacity Building

- Consulted with Project Director at LDP to determine best method to be used in evaluating FSLD and RTC personnel. Human Synergistic Tests were chosen as most appropriate to this kind of assessment.
- Materials relating to organization management were prepared by Dr. Deborah Cutchin and translated into Polish by LDP for first phase of field work in Poland at FSLD and RTC's.
- Information gathered during first assessment trip was summarized for U.S. trainers at coordinating meeting held at Rutgers University before subcontractors' first trip to Poland.

- Consulted with Program Manager in Poland with regard to evaluation and recommendations to be made to Board of Directors of FSLD and subsequently prepared and presented report to Project Director at LDP.

2. IN POLAND

Foundation in Support of Local Democracy, Warsaw

- Materials about AID program prepared and disseminated to Center Directors. Meetings held and RTC Directors selected areas of interest in terms of training courses (for four AID modules) and in determining which centers should take the lead in terms of capacity building.
- Scope of work agreements were developed with each of the 15 RTC's for their participation in AID grant. Financial arrangements were clarified based on scope of work, and letters of agreement were signed with the five leading centers, the pilot test centers and the remaining centers for the first year of AID operation.
- FSLD has established regular reporting system and methods for tracing finances for AID project.
- During these six months, more than 300 local government officials have attended training activities in public administration at the Regional Training Centers. AID's support of the RTC's has directly enabled this training to occur.

A. Training Modules

Initial Pre-first Trip Planning

- Regional Training Centers selected for pilot test of AID training modules. Four lead sites were selected for the four modules and four secondary sites for piloting courses.
- RTC's selected content experts/trainers to work with US teams in three out of four centers.
- Six Polish trainers, who will receive intensive training, have been selected to work as counterparts with the American teams. It is planned that after the initial pilot tests, several workshops will be designed specifically for potential trainers. This activity will occur in the fall.
- Organizational and logistical arrangements made for first site visits.
- RTC's reported high level of satisfaction after initial visits. Polish American training

teams were established in two cities - Szczecin, Bialystok, and initial plans to team with Olsztyn trainers for both IPA courses were made.

Planning for Second Trip

- FSLD and RTC's finalize plans for target audience. Most workshops will consist of local government officials and potential trainers for future courses. Number of participants is being restricted to 20-30 to enable pilot test of course materials and the development of Polish trainers' skills.
- RTC's have prepared recruitment materials, announced workshops, found locations, and have made all necessary arrangements for pilot tests in May and June to take place during the second trip conducted by subcontractors. FSLD is responsible for all necessary programmatic and financial arrangements with pilot sites and monitoring progress of recruitment.
- Bialystok (pilot site) and Krakow (secondary site) recruited participants for Management and Organization of Services workshop to be conducted by CDTI. There are 60 applicants for first course (35 accepted -- the rest were placed on a waiting list for September). Krakow, as of this date, has 20 applicants.
- Szczecin (pilot site) and Lodz (secondary site) have just begun their recruitment process for Financial Management course to be given by Johns Hopkins - number of applicants not available.
- Warsaw, Olsztyn, and Rzeszow are waiting for final confirmation of workshop content and dates from IPA before initiating recruitment activities.
- Work is well underway in the area of curriculum development with most progress made in the two subject areas of Local Budgeting and Management of Services.

B. Organization Capacity Building

- AID Program Manager and/or AID Consultant have conducted site visits to all the leading centers and have concluded initial assessment phase with all centers. The agreement provided the most updated information regarding strengths and weaknesses, and current needs of RTC's.
- Human Synergistic Test was administered to all 15 RTC Directors and FSLD staff and management team. Subsequently, the results of the test were discussed at the two-day retreat. The retreat was attended by all RTC directors and management team of FSLD.

- All 14 Centers and the five schools have received technical assistance and initial training under the capacity building component of the AID project. Training workshops and notebooks were provided to all centers. They included introductory management training materials in Polish and English.
- Began process of internal reorganization at FSLD. Developing transition team, organized into program units. Looking at overall staffing pattern. Making staff changes. Restructuring governing board and Board of Directors and looking at most effective management structure for FSLD and RTC's.
- Center Directors decided to form a Council of Directors which will be an Advisory Council to FSLD and which will participate in decision making with regard to future directions, policy issues, and creation of new centers. The first formal meeting was held in March. The group voted 14 centers and 4 schools as members. The roles and responsibilities of the Council are in the process of being defined.
- FSLD began relatively regular meetings of Center Directors (meetings have agenda and are planned out by FSLD staff.) The process of strengthening fifty staff members of the 15 RTC's has begun with considerable progress made.
- Two-day retreat was held for Center Directors and FSLD staff to begin to set priorities for the Foundation, look at future organizational structure and develop initial mission statement.
- Program Manager is working closely with the management team of FSLD and the President of the Board to strengthen and create appropriate systems and staffing for future work and growth of the Foundation and its centers.
- Some key problem areas identified, i.e. lack of trainers, lack of steady funding base for schools, organizational overlap, unclear responsibilities. Also, difficulties for local government officials of operating within existing laws have impact on types of training courses and support needed from the Centers.
- Regional Training Centers are exploring possibilities of developing clear areas of specialization to enable them to divide responsibilities for content areas (such as Financial Management, Environmental planning, etc.).
- A tentative plan of activities for the future was set-up with Dr. Cutchin.

C. Other Projects

FSLD has made significant contacts with other organizations (often recommended by USAID) and initiated other major new programs during this time period. For example:

- FSLD and the Polish-American Enterprise Fund signed a contract to establish eight Enterprise Clubs primarily for small and medium-size businesses.
- Joined consortium of three Polish organizations who are in final stages of negotiating with Environmental Protection Agency to set up environmental management training programs throughout Poland. FSLD will be responsible for adapting training materials and delivering them to local government officials.
- Successfully working with ICMA to pilot test and train trainers in key areas of Land-Use Management, Communal Housing, Land Appraisal.
- Work is continuing on developing informational data base and computerizing centers with Krakow in the lead with funding from Mellon Foundation.
- Krakow Conference on Building Local Democracy held March 24-27 with representation from 12 newly independent countries.

While none of the above was directly funded by the AID grant, the capacity building activities funded by AID and particularly the focus of the AID Program Manager on strengthening the organizational capacity and the management team of FSLD have resulted in a greater capacity to absorb new programs and activities.

VII. CHANGES INTRODUCED

1. Training Modules

- As noted earlier, training visits by subcontractors to Poland were changed from two to three. This change was made to ensure that Polish trainers participated in all stages of curriculum development. It was thought that if Polish trainers worked on curriculum preparation from the outset, courses would more closely reflect Polish conditions and reality. It would also give the Polish trainers an opportunity to participate in the workplan from beginning to end, giving them a better and clearer understanding of the concepts and courses they would be teaching.
- The Institute of Public Administration has refocused their two training modules from Intragovernmental Relations and Personnel Systems to Roles, Responsibilities, and Relationships in Democratic Local Governments and Professional Management in Democratic Local Governments.
- Johns Hopkins University narrowed the scope of their module from financial management to local budgeting. It was decided that financial management was too broad a subject to cover in such a short time. The budgeting course will deal with specific practices and procedures. It will include discussion, practical exercises, and application to participants' own budgeting procedures and processes.

2. Organization Capacity Building

- The initial plan for organization capacity building emphasized having Polish-American consultants assigned for six months to each of the leading RTC's to do capacity building. It was decided that Dr. Cutchin's presence in Poland for longer periods of time will be more effective. Dr. Cutchin was favorably received by management and staff during her first trip to Poland, and it was decided to build on that trust. She has developed a good rapport with personnel which should lead to more fruitful discussions and openness to change during this transition period.

3. Local Innovations Program

- FSLD and its management team requested that the Local Innovations Program be postponed into the future. Organizational base of the RTC's is not yet developed enough to start and complete a grant program within the year's time allotted for this project. FSLD intends to move towards this direction in the future. FSLD recently received three-year funding from the PHARE Program to assist in achieving this goal.

VIII. PROBLEMS AND CHALLENGES

Although the implementation of the grant has been progressing steadily, several issues and difficulties have been identified. When possible, some of them were corrected.

- Transferring concepts from one language to another is more difficult than anticipated. For Polish trainers to achieve first level of competency in training, additional emphasis is being placed on teaching basic concepts for each of the modules. The training of trainers component will need to be emphasized more comprehensively in next year's program.
- English to Polish material translations have raised some problems. There is a gap between the Polish language spoken (new vocabulary is developing in Poland very rapidly) and translators knowledge and ability to accommodate it. In addition, many professional terms are unknown in Polish and new words and phrases need to be constructed.
- Start-up time and need for building base for working together, FSLD, RTC's, LDP, AID, Subcontractors, were underestimated. This delay resulted in changing schedule of visits.
- Uneven capacity of RTC's made initial plan of starting from the same base for capacity building somewhat unrealistic. Planning the capacity building activities continues to require analysis and time, and needs to be more regionally diversified.
- Lack of steady pool of trainers in most centers makes chosen approach to training and curriculum development a challenge. Nevertheless, while it is difficult to identify trainers who can work on a full time basis for several weeks with U.S. training experts, this approach gives the Centers the opportunity to contract with independent trainers and perhaps build up their trainer pool and the commitment of these individuals to RTC, FSLD work.
- Although Polish trainers are required to have a working knowledge of English, levels of competency vary. In one situation, CDTI found it necessary to have a translator present during meetings with their assigned Polish trainers.

IX. FUTURE PLANS

Work on the Training Modules is proceeding on schedule with second and third visits to Poland set for May/June/July and September. The next stage of Organization Capacity Building (implementing new management techniques) is scheduled to take place with a second visit in June/July and a third visit in September. The Local Innovations Program has been eliminated. We anticipate completion of the first year's activities on this project in the next six months.

Local Democracy in Poland

AGENCY FOR INTERNATIONAL DEVELOPMENT EUR-0018-A-00-2004

Expenditures - October 1, 1991 - March 31, 1992

	LDP Office	Subcontractors			Total Expenditures
		CDTI	IPA	JH	
October-November	\$2,613.28				\$2,613.28
December	\$926.28				\$40,926.28
January	\$30,075.53				\$30,075.53
February	\$19,292.77				\$19,292.77
March	\$29,699.74	\$18,810			\$208,509.74
Totals	\$82,607.60	\$18,810			\$301,417.60

CDTI = Community Development Training Institute
 IPA = Institute of Public Administration
 JH = Johns Hopkins University
 FSLD = Foundation in Support of Local Democracy

Figures given are based on Rutgers University's expenditures record, and represent date when expenditures were actually debited from account.

1/9