

LOCAL GOVERNMENT AND PUBLIC ADMINISTRATION (Bulgaria), SPO/EE-91-008
Institute of Public Affairs, University of South Carolina

SIX MONTHS REPORT: April 1 - September 30, 1992

1. Summary description of project activities. During the second six months of this project, the focus of the program has shifted. In addition to continuing management training, a new activity, appointment of Resident Advisors, has been added. Project activities were described in greater detail in the May trip report submitted to the Project Officers in Washington and in Sofia; the September trip report has not been completed. It should be submitted in the next week.

2. Implementation status.

- *Training courses.* Two training sessions were conducted during this period.

1) May courses. During the training visit in May two public administration topics were presented: policy analysis, implementation and evaluation and local government accounting. The first topic emphasized uses of policy analysis for decision makers and included methods of policy analysis such as investment analysis and policy instruments; program evaluation included basics such as evaluation design, data collection, analysis and interpretation of findings and preparation of evaluation reports. The governmental accounting course examined the principles of governmental accounting focusing on kinds of financial reporting and auditing.

In each of the three cities, a total of six training days were offered over a two week period. A three hour workshop was held in the morning with the trainers returning in the afternoon for further discussion for those who were interested.

City by city attendance for each of the three cities for the topics over the course of two weeks was as follows.

	<u>Sofia</u>			<u>Plovdiv</u>			<u>Varna</u>		
	1	2	3	1	2	3	1	2	3
public policy, etc	not available*			6	18	12	16	16	11
gov'tal accounting	12	10	15	0**	40	26	12	17	18

*trainers forgot to collect attendance list, although they stated that attendance in Sofia was higher than in Plovdiv or Varna.

**canceled by the city.

Participation in the second round of workshops declined from the first visit in January/ February. Attendance was difficult to predict or explain. It depended on interest in the acknowledged that they have not done a good job of selection and recruitment for the courses. Plovdiv had participants primarily from the sub-municipalities. Varna continues to be the city with the strongest interest and greatest support from the central city offices included the Secretary of the Municipality and some Deputy Mayors.

Looking at attendance over the period of the two courses, it is useful to consider how many persons attended at least one session on each of the five topics in both January/ February workshops and May workshops.

- Plovdiv 7 persons attended at least one session on each topic; no one attended all workshops on all topics
of these seven, their overall attendance is as follows:
1st series: 6 of 6 sessions: 6 persons; 5 of 6 sessions: 1
2nd series: 5 of 5: 0; 4 of 5: 2; 3 of 5: 4; 2 of 5: 1
- Varna 1 person attended at least one session on each topic (this was Stanka Raicheva, the most senior person in any of the three cities to attend the workshops on a regular basis
there were 3 others who attended at least one session of four of the five topics
during the January/ February visit there were 11 people who attended at least five of the six sessions during that series; of these 8 attended all six sessions

- 2'

- Sofia There was no one in Sofia who attended at least one session of each topic.

Municipal employees are being terminated and hired constantly, so these figures do not take into account that some participants may no longer work for a city or that new employees were not around when the first course was offered.

Handouts for participants were prepared again on the training topics and translated into Bulgarian. These handouts were well received. A complete set of handouts was left in each city in case they wanted to make additional copies to distribute to other staff. We are in the process of binding these materials and making them available for general distribution.

In written evaluations, participants continue to indicate that they believe the sessions are useful.

2) The second training course took place in September and October in Plovdiv at the specific request of the Mayor. As requested by the Mayor, the course met three hours a day for four days a week over the course of three weeks. Although the Mayor had stated that he would make the course "mandatory" and would require his deputy mayors and other senior officials to attend, in fact they did not participate. He had further promised a group of about twenty participants; attendance was fewer than this number. A few weeks before the course, forty-five municipal employees had been laid off, reducing staff in the central offices to fewer than 100 and this caused a great deal of stress and overwork.

Those who attended were appointed mayors and secretaries of the sub-municipalities, who supervise staffs of about twenty employees, so this information was useful for them. The course focused on organizational management and included topics such as leadership, delegation of responsibility, supervision, motivation of employees,

staffing patterns, etc. Over the three week period nineteen persons attended; the largest attendance was the first day with fourteen people; average attendance was 10. However there was a core group of six people who attended at least nine of the 12 sessions (and eight who attended eight) and two persons who attended every session.

Looking at attendance over the period of the three training visits in Plovdiv, of the seven persons who had earlier attended each topic at least once, six attended this management course. Thus, Plovdiv is beginning to develop a group of managers who have been exposed to new concepts in public management and if given the chance will use this information for the city's benefit.

Having an extended course in one city was a useful approach; however it does provide the flexibility to adjust to situations like reduction in staff or sudden crises that having a resident advisor provides. For the future, unless the city provides even more assurances than the city of Plovdiv did, I will be reluctant to arrange such a course.

At the end of the May visit, Sofia had requested unexpectedly a management course too. I asked for a list of topics to be included and list of participants by a particular date and when they were not provided informed the city that we would not organize the course. When the list (not focused on management issues) was sent approximately two weeks before I was scheduled to return to Bulgaria, I again indicated that this was too late for adequate planning and preparation.

- Resident advisors:

1) May visit. Following the first visit in January and February, it was determined that more direct involvement with senior staff in each of the cities should be a part of the program and should replace some of the workshop presentations. Permission was sought and granted to revise the program to provide a Resident Adviser for a three

week period in each of the three cities during the May visit. Since then the trip in May and in September included this approach.

In May a Resident Advisor was placed in each of the three cities with which this project originally worked for three weeks. As described in the May report, the Sofia project had little results primarily because of a lack of involvement on the part of deputy mayors in the city. In Plovdiv the resident Advisor worked closely with the Mayor on several problems that the Mayor identified; at the conclusion of his visit, the Mayor indicated that he would like the next visit to provide a management course, and we provided that. In Varna the Resident Advisor was most successful. This can be attributed to the better leadership in the city and a more organized approach to using the Resident Advisor as a resource.

2) September visit. In September Jim Budds who had worked in Varna during May returned to Bulgaria for five weeks. He worked in Varna the first three weeks and was in Stara Zagora the last two weeks. Both cities have been especially receptive to this approach and he has been well utilized. The mayors and/or their deputy mayors have identified priority areas with which they needed assistance. In the case of Varna, Jim used the time between visits to collect information on particular topics or to find contacts for the city on particular issues. The city was able to use the intervening time to work through and implement some of Jim's suggestions.

3. Plan of activities for the next six-months.

This project has been extended for six months. During this period, we plan two additional visits. The number of advisors during this period will depend on how far we are able to stretch the remaining funds in the grant budget.

in November Jim Budds: Varna and Stara Zagora
2d advisor: Haskovo; possibly Kurdjali

in February: Varna and Stara Zagora
Haskovo and/ or Kurdjali
Gabrovo

During this period, we also plan to focus on distribution of materials translated into Bulgarian through use of Peace Corps Volunteers, the network of mayors who have participated in the USIA project, or other means throughout the country.

4. Expenditures

- Total cumulative expenditures through September 30, 1992
 - AID grant funds: \$204,517.87
 - non-Federal cost-sharing: \$ 10,397.00

- Total expenditures for the reporting period (April - September)
 - AID grant funds: \$114,762.69
 - non-Federal cost-sharing: \$ 5,198.50

- Total anticipated expenditures for the reporting period: \$233,000*

*It is not clear what is meant by "anticipated expenditures," so I have taken 2/3 of the total since 2/3 of the total 18 months have now passed.