

PD-ABG-917

Isn-84658

**"Local Democracy Through Local Government:
Training and Capacity Building in Poland
Cooperative Agreement EUR-0018-A-00-2004-00**

SIX-MONTH REPORT

November 15, 1992

to

May 15, 1993

Submitted by:

Dr. Joanna Regulska
Local Democracy in Poland
Rutgers, The State University of New Jersey
172 College Avenue
New Brunswick, NJ 08903
tel 908 - 932 - 8551
fax 908 - 932 - 1144

TABLE OF CONTENTS

Following is the six-month report for the project titled, "Local Democracy Through Local Government: Training and Capacity Building in Poland." The 18-month project began on November 15, 1992 funded by AID Cooperative Agreement #EUR-0018-A-00-2004-00 and is scheduled to end on May 15, 1994. This report covers activities taking place from November 15, 1992 to May 15, 1993. It is composed of nine sections.

		<u>Page</u>
I.	Background	1
II.	Scope of Work	2
III.	Benchmarks	4
IV.	Grant Management	7
V.	Workplan	11
VI.	Accomplishments	13
VII.	Issues	17
VIII.	Changes Introduced	18
IX.	Future Plans	18

I. BACKGROUND

By the Spring of 1992, it became apparent to all principals involved in the project, "Establishing Democracy Through Local Government: A Training Program for Poland," that maintaining continuity would be a key factor to the overall success of the program. The groundbreaking AID initiatives begun in the first six months of 1991-92 funding were starting to take shape. Thought was given to the long-term sustainability of the project and attention turned to three factors:

1) organization capacity building at the Foundation in Support of Local Democracy and 15 Regional Training Centers required a longer commitment if the organization were to be strengthened to the point of being an effective, self-sufficient, and viable non-governmental entity in Poland;

2) the four training modules being developed by Community Development Training Institute, Johns Hopkins University, and Institute of Public Administration opened the door to the greater potential existing within the FSLD's 15 Regional Training Centers to become centers of learning for local officials and government administrators;

3) and most importantly, financial stability of a longer running grant would provide Local Democracy in Poland (LDP) and the Foundation in Support of Local Democracy (FSLD) the time to concentrate on designing a long-term strategy towards self-sufficiency.

The continuation of work begun in Year I was of utmost importance in the minds of the project's management group. At the strategic planning meeting held in May, 1992, the Regional Training Center Directors recommended that the Foundation focus on the following four key areas to promote the strength and permanence of local government in Poland and expand their capacities to provide: a) training resource development, b) training workshops, c) organization capacity building, and d) local government forums.

Dr. Joanna Regulska, Project Director of Local Democracy in Poland and Associate Professor of Geography at Rutgers, the State University of New Jersey, and the Foundation in Support of Local Democracy in Poland, submitted a second year's grant application to the Agency for International Development for \$1,269,991 that would support activities for 18 months starting November 15, 1992. AID awarded Dr. Regulska a grant for the amount requested. Three of the four above propositions were approved by AID. Local Government Forums were not.

II. SCOPE OF WORK

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

1. Training Resource Development

- * Develop a corps of 20 trainers committed to working regularly at the Regional Training Centers supported by the FSLD and/or at the schools of local government and administration developed by the Foundation.
- * Train the 20 permanent trainers in adult learning methodology, curriculum design and management of training activities.
- * Design training materials in Polish for adult learning, using experiential methodologies (eg. case studies).
- * Establish a library at each Regional Training Center of training materials such as case studies, simulation, role playing, etc. for use by the RTCs and schools.

2. Training Workshops

- * Finalize the four training modules from last year and have them taken over by Polish trainers.
- * Deliver training workshops to local government officials with the assistance of U.S. subcontractors at least once more to see if they need further refinement before incorporation into the course offerings of the RTCs.
- * Identify new course topics that are priorities and not yet offered by RTC's.
- * Select two major topics and hire American subcontractors with expertise in subject area who will work directly with Polish trainers to design and develop training material and conduct pilot workshops.
- * Design and deliver two new workshops utilizing the trainers who will be hired and trained in task one (Training Resource Development).

3. Organization Capacity Building

- * Train RTC directors and FSLD staff to conduct needs assessments of local governments, to interpret survey results, and to present them to the Council of Directors for the planning of future activities and training.

- * Use needs assessments as a planning tool and evaluation mechanism to develop local infrastructures and coordinate products among centers.
- * Identify sources of funding, both grants and local fee support.
- * Increase executive skills through a one-week intensive executive skills course on goal-setting, performance management, supervisory issues in discipline and hiring and firing, analytical skills.
- * Create a small team of people affiliated with the Foundation to provide direct consultation with centers as needed on organization management, accounting systems, marketing, etc.
- * Develop and implement a strategic Accounting and Marketing plan which leads toward self-sufficiency.
- * Identify one or more senior managers of the Foundation willing to participate in long-term management training in the U.S..
- * Follow-up on managerial recommendations for FSLD office on stabilizing and training executive management team, developing and implementing new structures and policies, training FSLD staff in skill areas most needed and achieve a systematic effort to achieve sustainability.

III. BENCHMARKS

As required in the terms of the grant, LDP is submitting to AID a set of Benchmarks that will serve as a criteria for evaluating both the training resource development, training workshops, and organization capacity building. The Scope of Work section listed the activities that are needed to meet the standards set forth in the Benchmarks.

A. The overall project's benchmarks and outcomes are:

- * Development of human resources of the RTC's, more specifically a pool of effective trainers and managers possessing relevant knowledge of selected subject areas and a variety of functional skills. The trainers who are able:
 - to make a presentation
 - to communicate effectively
 - to facilitate training sessions and meetings
 - to conduct needs assessment
 - to design a course curriculum

- to deliver training
- to develop appropriate training materials
- to market a training course
- to make decisions more effectively
- to make an inventory of existing resources
- to manage training activities
- to mobilize human and other resources needed for training
- to evaluate a training course
- to make a recommendation on how to improve training programs to better meet needs.

* Development of training resources resulting in specific products such as:

- curricula, training materials in Polish, training methods of six marketable courses developed under AID funding to be offered by the RTC's,
- inventory of training resources available at the RTC's in order of sharing them;
- library of relevant training materials, books, case studies for interactive training, needs assessment and evaluation questionnaires, documentation or/and data bases on participants, potential clients and resource persons, information and marketing materials.

B. Training Resource Development and Training Workshops: Evaluation Criteria and Indicators

The evaluation criteria and indicators for training resource development and training workshops are:

- * total number of training courses offered annually by Regional Training Centers participating in the project;
- * number of participants attending a given course multiplied by training duration expressed in days (participants x days indicator);
- * percentage of participants paying registration fees;
- * total number of participants attending annually each of three training modules developed under AID FY 92 funding;
- * assessment of trainer competencies based on a sample of trainers chosen from the group currently undergoing the Training of Trainers program using formal observation of performance (in a training situation), questionnaire and structured interviews;

- * qualitative indicators of training effectiveness and client satisfaction based on results of structured interviews with samples of selected trainers and their employers and results of course evaluation questionnaires;
- * performance record of trainers participating in development and delivery of three training modules developed under AID FY 92 funding based on number of training sessions conducted by each trainer annually in the RTC's training courses (number of training sessions per trainer indicator);
- * performance record of trainers participating in the program of Training of Trainers from workshop based on above training sessions per trainer indicator;
- * number of new training courses developed annually by a given Regional Training Center expressed in days (number of new courses multiplied by their duration in days indicator).

C. Institutional Capacity Building Component: Evaluation Criteria and Indicators:

The indicators of success of the institutional capacity building component are less quantifiable than those developed for the training resource development and training workshop components, however, the following criteria can be proposed to evaluate the performance of the RTC's:

- * institutionalizing needs assessment practices in a number of Regional Training Centers participating in the project;
- * more effective marketing strategy and practices based on a number of Regional Training Centers that developed an annual marketing plan and information and marketing materials (brochures, leaflets, press announcements, etc.);
- * number of Regional Training Centers that developed their mission statements and job descriptions of their management and staff;
- * ability to increase self-generated financial support.

The project's impact in terms of assessing managerial effectiveness of the FSLD central office at the end of the project can be proposed as follows:

- * evaluation of "capacity building" component by the FSLD management and staff based on evaluation questionnaire in order to assess effectiveness and usefulness of training and non-training interventions to their professional practice;

- * qualitative criteria managerial effectiveness based on development of clear job descriptions, improvement in division of roles and responsibilities and policies and regulation;
- * long-term strategy plan developed and financial self-sufficiency options identified.

To meet the goals of the benchmarks, progress of the grant will be monitored and reports sent to AID on a monthly and six-month basis. A final report will be sent to AID at the end of the grant as stipulated in the grant agreement.

IV. GRANT MANAGEMENT

1. Participants in the UNITED STATES

A. Local Democracy in Poland, Rutgers University

Professor Joanna Regulska, Project Director, Local Democracy in Poland (LDP), oversees and manages 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. Both maintain regular contacts with FSLD in their assigned areas of responsibility.

In early fall, 1993, Dr. Joanna Regulska will travel to Poland where she plans to spend the majority of her time between September, 1993 and August, 1994 working on local government and public administration reform. During her tenure in Poland, Dr. Regulska will be on hand to monitor the AID project at the FSLD office.

While Dr. Regulska is in Poland, arrangements have been made for Dr. Mirek Grochowski to serve as Acting Director for the Local Democracy Project at Rutgers University. Dr. Grochowski is a visiting geography professor from the University of Warsaw, who participated in a formal exchange program through the Office of International Programs at Rutgers during the 1992-93 academic year. Dr. Grochowski accepted the position of Acting Director of the LDP project for one year. In this capacity, Dr. Grochowski will oversee LDP activities in New Brunswick, including the AID project. He and the LDP management team will be in contact with and report to Dr. Regulska on a regular basis.

B. Subcontractors

Dr. Regulska in collaboration with the FSLD Executive Director, Dr. Maria Ptaszynska hired a subcontractor for the AID grant to work on two of the three project components, Training Resource Development and Organization Capacity Building. The selection of Goldman Associates came about as the result of a search process conducted in late 1992.

Several qualified candidates were interviewed and considered. Ms. Lenore Goldman and Mr. Dennis Gallagher of Gallagher Associates were the final candidates. Preliminary plans called for both Ms. Goldman and Mr. Gallagher to work as co-lead consultants, but Dr. Gallagher withdrew from the project on February 12, 1993. Dr. Gallagher cited concerns he had about meeting timetables and balancing other commitments.

After discussions among FSLD, LDP and Ms. Goldman about the best way to proceed with this change, a decision was reached to make Ms. Goldman the lead consultant for the project. Ms. Lenore Goldman of Goldman Associates, Oakland, California, accepted the position effective January 1, 1993. A subcontract between Rutgers University and Local Democracy in Poland was signed on May 14, 1993 for two of three components, Training Resource Development and Organization Capacity Building.

In this capacity, Ms. Goldman is responsible for developing and preparing appropriate training materials, coordinating with FSLD personnel on training in Poland, and submitting monthly, six-month, and final reports. Also, she is responsible for enlisting qualified American trainers for the program, and for managing and administering budgets in accordance with Rutgers University and AID requirements.

The Goldman training team and staff include:

Trainers and Curriculum Design Specialists

Mr. Timothy H. Goodwin
Santa Fe, New Mexico

Ms. Deborah R. Horen
Oakland, California

Dr. J. R. Seaman
Salt Lake City, Utah

Ms. Bonnie Jameson
Oakland, California

Staff

Ms. Carma Edith Reed
San Francisco, California

In addition, depending on the need, the above team may be changed and other personnel may be added.

Subcontractors for the second component, training workshops, have not yet been selected. They will be chosen later this year after the two new course topics have been identified.

Two training workshops will be held in May, 1993 covering curriculum developed last year. The courses are "Management and Organization of Services" and "Local Finance and Budgeting." Polish trainers will conduct the workshops on their own. Ms. Jan Shapin, Community Development Training Institute (CDTI) and Ms. Joni Leithe, Johns Hopkins University (JHU), subcontractors who worked with the Poles, will be on hand to observe and evaluate. To cover this fourth trip, the subcontract with CDTI was amended and a consultants' agreement was signed with Government Finance Officers Association (GFOA).

Following is the breakdown of U.S. subcontracts signed:

<u>Subcontractor</u>	<u>Dates</u>	<u>Amount</u>	<u>Type</u>
Goldman Associates Oakland, California (Training Resource Development and Organization Capacity Bldg)	5/12/93	\$175,145	New Contract
Community Development Training Institute	5/7/93	\$ 3,776	Amended Contract
Johns Hopkins University (GFOA)	5/7/93	\$ 2,975	Consultant Agreement*

* Please Note: Consultant agreement was signed with Government Finance Officers Association. Ms. Joni Leithe, Trainer, one of the trainers on the Johns Hopkins University team last year, is employed by GFOA.

2. **Participants in POLAND**

A. Foundation in Support of Local Democracy

Professor Regulska coordinates her oversight efforts with the Executive Director of FSLD, Dr. Maria Ptaszynska and the American Program Manager. The position of AID Program Manager was filled by Dr. Arek Majszyk, who was appointed on October 1, 1992. Mr. Majszyk is a native born Pole with vast experience in international work, most recently with UN Programs. He has spent time in the United States and England, and is fluent in English. Mr. Majszyk's responsibilities will cover coordinating all aspects of the project in Poland, 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. He is also responsible for maintaining contacts with the AID office in Warsaw and with the Program Officer overseeing this project, Mr. Jan Kolbowski.

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.

B. Subcontractor Agreements

For the work covered under AID FY92, Rutgers University and LDP signed an amended subcontract with the Foundation in Support of Local Democracy on February 4, 1993 for \$612,608. Subsequently, FSLD signed agreements with the 15 Regional Training Centers and the 24 trainers hired to participate in the Training-of-Trainers (TOT) program.

3. Coordinating Meetings

Two coordinating meetings have been held during the six-month reporting period. In addition, project plans and activities are being reviewed on an on-going basis by the Project Director, Dr. Regulska in coordination with Ms. Goldman and FSLD Management by telephone and fax. Future meetings are expected to be held at the Foundation offices in Warsaw. Following is a summary of the two meetings:

January 21-22, 1993 Meeting - New Brunswick

An initial meeting was held on January 21-22, 1993 at the Local Democracy in Poland office in New Brunswick. Representing FSLD at the meeting were Dr. Maria Ptaszynska, FSLD Executive Director, Dr. Andrzej Bednarz, Member of the Board of Directors of FSLD and Director of the Kielce Regional Training School, and Mr. Arek Majszyk, AID Program Manager.

Participants from the United States included: consultants, Ms. Lenore Goldman and Mr. Dennis Gallagher; Washington AID Program Manager, Ms. Susan Kosinski; last year's AID Program Manager at FSLD, Ms. Maria Nagorski, and from Local Democracy in Poland, Dr. Joanna Regulska, Dr. Mirek Grochowski, Dr. Susanna Treesh, and Ms. Connie Burke.

The focus of this first meeting included a progress report on activities at FSLD, discussion on philosophy for Year two, and discussion to devise strategy for second year program on capacity building at the Foundation and Regional Training Centers and

development of a corps of trainers and training resources. The meeting resulted in a tentative schedule being set for consultant visits and training in Poland for the next 18 months.

Brainstorming on strategic planning resulted in the FSLD group articulating the following goals they wanted incorporated into the workplan:

- 1) become financially self-sufficient;
- 2) develop high quality educational services and materials;
- 3) work more closely with local communities;
- 4) gain positive recognition as a quality, professional institution;
- 5) build cooperative working relationships with outside partners in Poland and abroad;
- 6) establish a strong market position;
- 7) professionalize public administrative practices;
- 8) build competent cadre of public administration teachers, trainers, consultants.

February 4, 1993 Meeting - Warsaw

On February 4, Ms. Lenore Goldman, who was in Poland on another assignment, met with Mr. Arek Majszyk at the Foundation. She and Mr. Majszyk collaborated on a training workplan and schedule of activities for Training Resource Development and Organization Capacity Building. They outlined the schedule of activities which were to be accomplished before the first TOT meeting. Ms. Goldman also met with Mr. Andrzej Bentkowski, Director of the Warsaw Regional Training Center, to discuss the upcoming training workshops and to draw on his insights as a Regional Training Center Director.

V. WORKPLAN

The mainstay of this project has been the involvement of Polish participants in all aspects of development. The U.S. trainers for the second year of activities are following this same approach. They will encourage critical thinking and input from the Polish participants. This philosophy achieves important results. It creates a working relationship that imparts equality and partnership between the U.S. trainers and Polish participants, and it evolves to the next phase for the Poles, which is self-determination and ownership. Following is the overall workplan outline for the three components of the project:

Training Resource Development and Organization Capacity Building

In the Training Resource Development component, Ms. Lenore Goldman intends to develop human resources through the Training-of-Trainers Program (TOT), and

develop library resources at the Foundation where trainers can access curricula materials to aid them in their training workshops and professional development.

In the Organization Capacity Building component, Mr. Goldman intends to 1) address and work on issues that will 1) increase the management skills of personnel at and between the FSLD and RTC's, and 2) strengthen the organization by improving procedures, marketing of services, and financial stability.

The key issues that need to be addressed during TOT and capacity-building process are:

1) Build RTC/Schools' market-orientation in relation to local governments and local communities. Offering quality, relevant training with regular feedback between RTC/Schools and their markets can solidify RTC/Schools' position in the marketplace and increase the possibility of building local sources of financial support.

2) Identify ways to motivate trainers and managers to remain with FSLD. As managers and trainers develop skills through FSLD, the ability to get private sector management and training jobs increases. Incentives to remain with FSLD need to be developed.

3) Fund FSLD Headquarters and RTC/Schools cooperatively and effectively. Skills are needed to raise and manage funds and to build a Polish funding base to develop more stable, Poland-controlled, long-term funding.

4) Improve relationships between FSLD and RTC/Schools. Tensions between FSLD headquarters and RTC/Schools about control and financing need to be reduced and cooperation strengthened.

In order to meet these goals, Ms. Goldman will make five trips to Poland. Each of the visits will be divided between TOT and capacity building activities. Following is the 18-month schedule:

Trip 1	May 3 - May 20, 1993	Lenore Goldman/Maria Nagorski
Trip 2	June 28 - July 17, 1993	Lenore Goldman/Timothy Goodwin
Trip 3	November, 1993	Lenore Goldman/one trainer
Trip 4	January, 1994	Lenore Goldman/one trainer
Trip 5	April, 1994	Lenore Goldman

Training Workshops

The training workshop component will begin with the finalization of training

modules from last year. The Polish trainers, using the materials and methods developed, will continue working with the U.S. subcontractors on a more limited scale. Training modules will be delivered to local government officials with the assistance of U.S. subcontractors at least once more to see if they need further refinement before incorporation into the course offerings of the RTCs.

Two of the four modules will undergo revamping. "Roles, Responsibilities, and Relationships in Democratic Local Government" and "Professional Management in Democratic Local Government" will be combined into one module under a new name. After revisions have been made, dates for delivery will be set.

Delivery of the remaining two modules will proceed as planned. U.S. subcontractors from last year, Ms. Jan Shapin, Community Development Training Institute, and Ms. Joni Leithe, Johns Hopkins University will be on hand to observe and evaluate Polish trainers during two, three-day workshops. The dates scheduled are:

Kielce	May 12 - May 14, 1993	Management & Organization of Services
Szczecin	May 26 - May 28, 1993	Local Finance and Budgeting

A new phase of designing and delivering two new workshops is proposed for the latter half of 1993 utilizing the trainers who will be hired and trained in task one (Training Resource Development). During the second half of 1993 an analysis of course offerings and training needs of local government officials will be completed. This will lead to the identification of new course topics that are seen as priorities and not yet offered by RTC's. Two major topics will be selected from these priorities.

VI. ACCOMPLISHMENTS

By the end of this six-month reporting period, activities were well underway. Following are the accomplishments to date:

1. IN THE UNITED STATES

Local Democracy in Poland, Rutgers University

- * LDP asked Dr. Dennis Gallagher to conduct a training workshop for Regional Training Center Directors and Senior Foundation staff. Originally scheduled for September, the trip took place December 12-19, 1992. LDP coordinated and arranged Dr. Gallagher's visit to Warsaw.
- * Dr. Maria Ptaszynska, FSLD Director, and Dr. Andrzej Bednarz, Director, Kielce Regional Training School attended week-long seminar from January 24 to 29, 1993 at Rutgers University titled Rutgers Organizational Management Program offered by the Center for Management Development .

- * During their visit, the FSLD group participated in one-on-one workshops with Dr. Charles Nanry, Executive Director for the Center and Dr. James Chelius, Chairperson, Industrial Relations and Human Management.
- * Dr. Ptaszynska also participated in a one-on-one leadership training meeting with Ms. Meg Armstrong, Founder and Former Executive Director of Women Executives in State Government.
- * Drs. Ptaszynska and Bednarz's management training covered issues that dealt with total quality management concepts, strategic planning and organizational change, performance management, stakeholder analysis and action planning. The materials consisted of case studies, problem-solving exercises, and interactive discussions among the participants.
- * Decisions on philosophy, strategy, and activities regarding the AID program were agreed upon at the two-day meeting held at Rutgers University, January 21-22, 1993.
- * Work was concluded on AID Year I training modules, including translating revisions on two handbooks developed on "Hiring Consultants for Construction Projects" and "Contracting for Services." Two-hundred copies of each booklet were published. The Foundation will distribute the booklets through the RTCs.
- * Final reports were submitted to LDP by module development subcontractors, Ms. Jan Shapin, Community Development Training Institute (CDTI), Dr. Michael Bell, Johns Hopkins University (JHU), and Dr. Annmarie Walsh, Institute of Public Administration (IPA).
- * Two-volume final report on "Establishing Democracy Through Local Government: A Training Program for Poland" covering project activities from October 1, 1991 to November 15, 1992, was submitted by Dr. Joanna Regulska, Project Director, to Ms. Susan Kosinski, Program Officer, AID. Volume I contained the narrative report; Volume II contained course materials developed.
- * LDP coordinated a fourth trip to Poland with U.S. subcontractors, Ms. Jan Shapin (CDTI) and Ms. Joni Leithe (JHU). The purpose of the visit was to attend two training workshops to be held on May 12-14, 1993 in Kielce and on May 26-28, 1993 in Szczecin. Courses for workshops were "Management and Organization of Services" and "Local Finance and Budgeting. Plans called for Polish trainers to deliver courses independently and for U.S. trainers to observe and evaluate.

- * LDP will coordinate with FSLD on revising and restructuring two modules developed last year. "Roles, Responsibilities, and Relationships in Democratic Local Government" and "Professional Management in Democratic Government" will be combined into one module and offered under a new name.
- * Ms. Maria Nagorski was hired by LDP to be part of the Training Resource Development team for first training session in Poland. Ms. Nagorski was in Poland from May 1 to May 15, 1993.
- * FSLD and LDP teams attended to issues, problems, and/or changes initiated during the first six months of the project.
- * LDP provided information on status of project on regular monthly basis or as requested by funding agency.
- * Subcontracts and/or consultant agreements were agreed upon and signed between LDP, Rutgers University and Ms. Lenore Goldman, Ms. Jan Shapin, Ms. Joni Leithe, FSLD.
- * Benchmarks were developed in consultation with LDP, Lenore Goldman, and FSLD. Draft copy was circulated to participants, and final version was completed at LDP.

2. IN POLAND

Foundation in Support of Local Democracy, Warsaw

- * Dr. Dennis Gallagher provided training to RTC Directors and Senior Foundation staff from December 12 - 19, 1992 on team skills, communication, change management, how to enhance the foundation/field relationship, transferring training into practice, and to get their thoughts on capacity building.
- * The review process is being conducted by FSLD as an internal self-assessment initiated by the Foundation Management. The self-evaluation is seen as a necessary step to identify strengths and weaknesses within the organization by the members themselves. The process establishes a system of internal review prior to outside intervention and provides a base on which to build organization capacity with outside consultants.
- * The internal review system established a list of criteria and developed issues to be addressed when reviewing RTCs. Areas to be discussed during this current review process are:

- formal and legal ties between FSLD and RTC's;
- personnel situation, employees and their responsibilities;
- programs coordinated by the RTC;
- direction, specialization of the RTC;
- participation in priority programs of the Foundation;
- assistance programs for weaker centers;
- cooperation and contacts with other institutions;
- works published/edited by the RTC;
- promotion of Foundation activities;
- outside opinions/surveys about the Foundation;
- achievements of the RTC;
- financial matters;
- internships outside the country and their benefit to the Foundation;
- equipment available in the RTC;
- effectiveness of activities conducted;
- difficulties encountered by RTC;
- training needed;
- all other matters which the RTC would like to discuss.

- * In order to strengthen organizational capacities, members of FSLD's Board of Directors will visit all regional centers and schools between April and July, 1993. The main objective of these visits is to discuss the above problems identified by the Regional Center Directors.
- * Three RTC's were visited during April and in early May. Mr. Andrzej Bentkowski, Warsaw Regional Center Director, Dr. Maria Ptaszynska, Director FSLD and Ms. Hanna Obojska, FSLD, visited the Lodz RTC on April 16. Dr. Andrzej Bednarz, Kielce Regional Training School Director and Board Member, joined Dr. Ptaszynska and Ms. Obojska for visits to Bialystok and Rzeszow RTC's on April 22 and May 5. Visits will continue in late May.
- * Based on a list of expectations suggested by the RTC Directors, FSLD prepared the criteria for selection of candidates for trainers and sent them to all RTCs and Schools.
- * Due to the large number of qualified candidates, a decision was made to expand the TOT program from 20 to 24 participants. In some cases, two trainers are representing one RTC with teamwork having a positive impact on the training program.
- * Twenty-four trainers were hired by the Foundation in March, 1993 to participate in the Training Resource Development component for AID Year II.

- * FSLD signed subcontracts with the Regional Training Centers and the 24 trainers hired to participate in the Training of Trainers component.
- * Ms. Goldman and Ms. Nagorski visited Poland and conducted TOT I and organization capacity building training from April 30 to May 20, 1993. Issues addressed included:
 - a) linking training to capacity building;
 - b) reinforcing trainer support within their respective RTC/Schools by reducing common problems and reinforcing communication between Directors and their Trainers;
 - c) introducing experiential learning and interactive methods such as effective conflict resolution, sound adult education practices, tolerance for diversity, increased capacity for cooperative and independent initiative;
 - d) developing concrete skills that are transferable to the workplace;
- * Training Handbook TOT I and supporting materials were translated and distributed to participants.
- * Activities during TOT I included identifying each RTC/School target markets; clarifying trainer job descriptions; negotiating expectations of consultants, directors and trainers participating in TOT; participating in a simulation game on the need to know and respond to your clients/customers; developing a common language on being a market-driven organization, discussing the importance of needs assessments; and orienting to the whole TOT process.
- * A pre-evaluation trainer assessment was conducted by participants. Trainers have been asked to inventory training resources and share the results with each other in TOT II in July. This effort will stimulate their own ideas about how to share resources within the organization and identify needs that require outside support. It also takes them outside the classroom and gives them practical experience in their own workplace.
- * U.S. training team evaluated TOT I and debriefed with FSLD Director, Maria Ptaszynska before leaving Poland.
- * The Foundation finalized plans with Bialystok and Szczecin Regional Training Center Directors to hold three-day training courses in May on Community Management and Local Finance and Budgeting. Polish trainers will conduct workshops independently on course material developed in Year I by Community Development Training Institute and Johns Hopkins University.

- * The Foundation and RTC management discussed the future of the other two modules developed last year, "Roles, Responsibilities, and Relationships in Democratic Local Government" and "Professional Management in Democratic Local Government." A decision was reached to revise, restructure, and combine the two into one module and to change the name.

VII. ISSUES

- * AID Program Manager at FSLD, Mr. Arek Majszyk requested and was granted a three-week leave of absence without pay for the period March 29, 1993 to April 26, 1993 citing personal reasons.
- * Communications about expectations, schedule, revisions, and updates for capacity-building work need to be addressed between Foundation Management and consultants.
- * The 24 trainers hired in March, 1993 by the Foundation to participate in Training Resource Development are new. A request has been made by AID Program Officer, Ms. Susan Kosinski and Project Director, Dr. Joanna Regulska, to the AID Program Manager in Poland to look into the reasons why no trainers from first year are participating in second year. Ways to connect Year I trainers to Year II training will be examined.
- * The 24 trainers participating vary in skill level and experience. Initial concerns turned to positive results with the group bonding as some of the more experienced began to receive feedback about their own difficulties working on teams. The variety will enrich the group, but consultant will need to keep this factor in mind when designing training.
- * Of the 24 trainers hired, U.S. consultants have concluded that 2/3 of the group have potential to remain as trainers; 1/3 are better suited as managers and organizers of training. Attention needs to be given to the use of the second group who are involved in TOT training as a potential resource as marketing experts, human resource administrators, etc.
- * As suggested by FSLD management, two of the four modules developed will be restructured and combined in order to increase their professional quality.

VIII. CHANGES INTRODUCED

- * Ms. Lenore Goldman became the primary consultant responsible for Organization Capacity Building and Training Resource Development with the withdrawal of Dr. Dennis Gallagher from the project. Ms. Goldman will be responsible for two of three major components being covered during AID Year II development. Ms. Goldman will recruit specialists in curriculum development and adult learning for her consultant team, subject to approval by FSLD, LDP, and AID.
- * Mr. Arek Majszyk resigned his position as AID Program, Manager, effective May 30, 1993, citing personal reasons. Letters of resignation were sent to FSLD Director, Dr. Maria Ptaszynska and Project Director, Dr. Joanna Regulska. Mr. Majszyk's resignation was accepted and he was released from this contract with several stipulations.
- * Mr. Majszyk has agreed to provide a six-month report and accompanying financial reports to Dr. Joanna Regulska, Project Director, and Dr. Maria Ptaszynska, FSLD Director, before receiving his final payment. Mr. Majszyk's fulltime employment ends as of May 31, 1993, but he agreed to a series of meetings with the new AID Program Manager when the person is hired.

IX. FUTURE PLANS

- * Prepare and plan for remaining months of training resource development and organization capacity building is scheduled to take place in Poland.
- * Advertise for a new AID Program Manager to replace Mr. Majszyk. Conduct interviews and hire a new manager while Dr. Regulska is in Poland from May 15 to June 9, 1993.
- * Begin work on training workshops including identifying two new course topics and then selecting subcontractors.
- * Begin selection of the person who will come to the U.S. for approximately five months of management training.
- * Address any outstanding issues mentioned above.