



National Academy of Public Administration

PA 28/11/018



Chartered by Congress

October 31, 1995

Ms. Susan Kosinski
ENI/DG/RLGM
Contracting Officer's Technical Representative
2201 C Street, NW
Washington, DC 20523

Dear Ms. Kosinski:

Attached are three copies of the first quarterly progress and first quarter financial reports being submitted for the Czech Republic in accordance with instructions in Contract EUR-0019-I-00-4082-00. We believe that you are well acquainted with the major points covered following our meeting in Prague in October.

Since there have been a number of minor revisions in the Work Plan developed since last July, we have also included an updated Work Plan with your report. We are also providing a copy of the updated plan to Mr. Taylor in Warsaw, and Mr. Posner in Prague.

If there is anything else we can do please contact me at NAPA on 347-3190. Since Emerson Markham and I will be in Tbilisi in the Republic of Georgia from November 1 until November 12, Alex Swartz will be available to provide any assistance you need during that time.

Sincerely yours,

Emerson Markham
31) Carol Neves
Project Director

Distribution List Attached

MEMO

To: Distribution List
From: Steven Rosenberg
Subject: Quarterly Report
Date: October 25, 1995

Overall Project

The overall project is comprised of six projects in four project cities as opposed to the five projects in five project cities specified in the delivery order. This change has been discussed with and approved by USAID officials in Prague and USAID's Regional Director for the Public Administration Program.

During the quarterly period July-September 1995, the citizen relations project began work on three projects in three project cities. To facilitate citizen participation, citizen/government committees were established and are functioning in each project city. Project activities (and USAID sponsorship) were the subject of extensive national, regional and local television, radio and press coverage. In addition, Participant Training Program candidates were identified and preliminary discussions were held with the Union of Towns and Cities and the National Association of Schools of Public Administration concerning cooperation in the training component of the project.

With minor schedule and activity adjustments due to constraints/impediments noted in the monthly reports and described below, the work progressed in accordance with the work plan. Important relationships were established, information was obtained, lessons were learned and adjustments were made in light of the realities of government/citizen relations and attitudes in the Czech Republic. These are highlighted below in the description of work performed in each project city. A revised project work plan is enclosed which includes a detailed account of impacts, progress, deliverables and activities planned for the next quarter.

Mikulov-Citizen Participation in the Development of a Capital Budget

Accomplishments: During the quarter, all activities set forth in the work plan were accomplished on schedule. The public information campaign resulted in a 95% participation rate in the community survey. A plan for facilitating citizen participation (including the time, place and rules for holding the public meeting) was prepared by the advisor and approved by the Capital Investment Plan Committee (the "CIP"). A brochure was prepared by the advisor and distributed to every household informing the citizens about the meaning and importance of the city's Capital Budget and how the citizens could become meaningfully involved in its preparation.

The media was briefed about the project and press releases were prepared and distributed at various stages of the project (and a press conference was held which was organized by the advisor); resulting in extensive local, regional and national media coverage.

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Impact: Citizens became well informed about the importance of the city's Capital Budget and how it can affect their lives. Techniques for maximizing citizen cooperation in public surveys and for successful media relations in the Czech Republic were identified. These will be utilized and further refined in future citizen relation projects.

Constraints/Impediments: It was found that Mikulov had no funds available during the next few years with which to finance capital projects. A decision was then made by USAID and the advisor to "low-key" the public relations activities and the public meeting. The CIP (except the chairman) the mayor and the city's finance director were either not interested or uncooperative (the mayor having inherited this project from the previous mayor as a result of winning a special election held during the early phases of the project). The CIP members refused to undertake any public discussion of their proposal before the public meeting.

With regard to these matters, before undertaking a similar project in another city I would recommend that the city's financial capacity be examined, that the proposed members of any advisory committee agree in advance to the level of effort that will be required and that USAID advisors identify key players early in the project (especially those whose area of responsibility would be affected) and make special efforts to discuss the project with them and receive their input in non-official settings. The good-will and trust thus developed can be invaluable to sustaining the project during difficult periods and increase communication and understanding between the advisors and project participants.

Kutna Hora-Public/Private Partnership for Tourism

Accomplishments: During the quarter, the advisor became well acquainted with the players, conditions, opportunities and impediments related to the establishment of a public/private partnership for tourism development. A well publicized City/USAID/NAPA project agreement was signed. A small working group composed of a city official, business leader and representative of a cultural institution compiled a data base of tourist related facilities and businesses and prepared an application for funding from the Foundation for a Civil Society for a tourist promotion campaign to be partially paid for by contributions from the local business community.

The working group was expanded and became the planning and welcoming committee for Ambassador Walker's visit to Kutna Hora (proposed to the embassy by the advisor as a way of enhancing the credibility of public/private partnerships and building cooperative relationships between the business community and local government). With the assistance of the advisor, members of the committee planned the activities and assigned and undertook all tasks for the multi-faceted four hour visit. The visit was well carried out and judged a great success by all participants. Members of the committee agreed to expand its membership and begin a strategic planning effort directed at tourist development.

Impacts: The advisor gained a detailed understanding of the community's assets and relationships. The concept of public/private partnerships as a vehicle to promote the interests of the entire community was enhanced. Working relationships between the public and private sector were established, and

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business leaders not previously involved in community activities were integrated into the core work group. The stage was set for the more involved strategic planning effort which will follow.

Constraints/Impediments: The project as originally conceived involved the establishment of a tourism bureau comprised of representatives of the public and private sectors. Certain interests were threatened by this proposal (the director of the recently established information center) and the business community was not yet ready to contribute the necessary time and money. While the mayor continues to envision the establishment of the tourism bureau as an ultimate objective; at a meeting with USAID's Regional Director for the Public Administration Program and the advisor it was decided to redirect the project into one involving the preparation of a strategic plan for tourism development. The project work plan has been revised accordingly.

The advisor has made special efforts to seek the opinions and support of the director of the information center. These efforts have been successful to the extent that the director is now actively seeking the participation of other reluctant players. It should be noted however; that many such potential participants hold negative attitudes toward each other. One message that will be delivered at the first meeting of the strategic planning committee is that all such attitudes must be "left at the door".

Jihlava-Citizen Participation in Municipal Decision-Making and Establishment of a Press Office

Accomplishments: The City, USAID and NAPA signed a project agreement during a well publicized event. The advisor interviewed twenty-four city officials, department heads, political leaders, local media representatives and community leaders. A diverse citizen advisory committee was established and held its first meeting. The University of Economics in Prague and the Higher Professional School of Jihlava agreed to cooperate in the administration of a citizen survey using students from both schools. Responsibilities for the survey were assigned. A draft survey instrument was designed by the advisor. The advisor discussed the role and advantages of the press office with the city's political leaders and identified a potential press officer from existing municipal personnel.

Impacts: Potential areas for meaningful citizen participation were identified. Unsuccessful prior efforts at citizen participation were noted. Good working relationships were established with municipal officials and the local media. Municipal officials gained a better understanding of the advantages (for themselves and the public) of establishing a press office.

Constraints/Impediments: A delay in the project occurred because many government officials were on vacation in August and therefore unavailable for interviews. In addition, the massive amount of written information and tape-recorded interviews required several weeks to be translated and reviewed. The project work plan schedule has been revised accordingly.

A second problem was the commitment of the mayor to the establishment of the press office. The mayor had initially proposed this project in June, but became hesitant to move forward in September as had been planned. The advisor sought to identify reasons for the "change of heart" and found that

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the mayor was concerned about the support he had for this effort among the four vice-mayors and was concerned about the control that the press officer might exert over the flow of information from town hall. The latter concern was a reaction to the role that press officers played in years past when they were a much resented choke point for the dissemination of information from the city. The advisor met with the city manager and vice-manager to learn more about these concerns. He then met each vice-mayor individually to discuss the role and advantages of the press office. Three of the four vice-mayors agreed to support the establishment of the press office and the fourth stated that he would support it on a trial basis (this vice-mayor now serves as a prime spokesperson for the city administration).

N.B. (Event occurred in next quarter) The advisor met with the mayor in mid-October and obtained his approval for the establishment of the press office on a trial basis with the individual recommended by the advisor to serve as the press officer. A reorganization of the municipal government is now being formulated and the acting-city manager has informed the advisor that she plans on proposing that the press office be included as a new department. The project work plan schedule has been revised accordingly.

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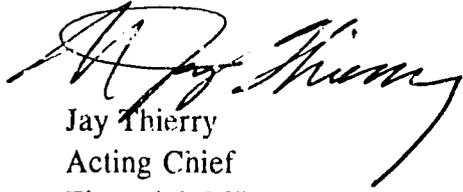
AGENCY FOR INTERNATIONAL DEVELOPMENT
QUARTERLY FINANCIAL REPORT

September 30, 1995

Contractor No. EUR-0019-I-00-4082-00

Contractor's Name: National Academy of Public Administration

| Delivery Order No. | Ceiling Price | Actual Expend. | Est. Balance + / (-) | Actual Comp Date | Balance Comp Date | in Days + / (-) |
|-----------------------|------------------|-------------------|----------------------------|------------------------|-------------------------|--------------------|
| No. 1 | \$684,055 | | \$469,953 | | 0 | 489 |
| Total | \$684,055 | | \$469,953 | | 0 | 489 |


Jay Thierry
Acting Chief
Financial Officer