

**USAID/Bucharest
FY 97 Training Plan
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Supporting the Transition

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The observations, conclusions, and recommendations set forth in this document are those of the authors alone and do not represent the views or opinions of the USAID/ENI/HR Technical Assistance Project, BHM International, Inc., or the staffs of these organizations.

NARRATIVE

Introduction/Background

The U.S. Agency for International Development (USAID) requires the annual development of a Mission Training plan (ADS 253 and ADS 253 Supplemental). The present FY97 Training Plan for USAID/Bucharest seeks to develop the human resource capacities identified by the Mission as critical to achieving strategic objective (SO) and intermediate result (IR) targets. The training plan (TP) endeavors to tie all training activities "in-country, U.S. based, and third country" to the Mission's SO and IR indicators. The TP is Mission- and project-driven, providing measurable objectives for programs to meet their IR targets.

As stated in the "Results Review and Resources Request" for FY97, USAID/Bucharest concluded that its shared mission is, "Together (with our partners and customers) we create a democratic political system and free market economy which protects the interests of individuals." Indeed, it is the individual, the collective human resources of a nation, that will lead Romania to the successful transformation toward a democratic government and a free market economy. Reflecting the Mission's emphasis on individuals as change agents, the Mission further expresses its role in Romania through its vision, sketched out and embraced intellectually and emotionally, as, "An open society, emphasizing fairness, which functions with a smooth balance of power between the three branches of government and in which power is shared among a responsive central government, local government, individuals, interest groups, and professional organizations; in which the private sector is producing in an environmentally sustainable way the predominant amount of goods and services; which is characterized by an informed and active public and a large, dynamic middle class; and in which people are empowered to make key economic and political choices and are able to meet their basic needs."

Reflecting this mission and vision, USAID/Bucharest projects include the development of human resources through significant in-country training activities that account for most USAID-funded training. This draft TP, however, focuses on the various types of U.S.-based training that will reinforce and strengthen the technical assistance and in-country training activities of Mission projects. Further, the FY 97 TP is based on consultations with USAID/Bucharest project staff and the valuable participation of the extended Strategic Teams. The TP also includes information supplied by USAID contractors and grantees on in-country training activities.

The TP is composed of a narrative and a spreadsheet, both of which list training activities by SO and IR. The narrative provides details for Mission-driven participant training (i.e., human capacity development to achieve Mission-identified SOs and IRs). The spreadsheet provides budget estimates for U.S.-based programs. Both the narrative and spreadsheet are organized by strategic objective. Often, however, a proposed training program supports several IRs and SOs, all of which are identified in the narrative.

Critical Assumptions. The FY 97 training plan is premised on two major assumptions. First, the plan was developed in accordance with the "Results Review and Resource Request" (R4) for FY

97 and FY 98, which the Training Team understands has not yet received USAID/Romania approval. Nonetheless, the training plan assumes that the major directions in the R4, which provides the plan's basis, will receive approval. If, however, the Mission adjusts and refocuses its strategic objectives and intermediate results, the training plans can be easily redesigned to respond to any modifications. The second assumption is that the funding for the Participant Training Project for Europe is or will be approved as written in the R4 document.

Strategic Objectives. The Mission has identified seven major strategic objectives: SO 1.3: Development and Growth of Private Enterprises; SO 1.4: A More Competitive and Market-Responsive Private Financial Sector; SO 1.5: A More Economically Sustainable and Environmentally Sound Energy Sector; SO 2.1: Increased, Better-Informed Citizen Participation in Political and Economic Decision Making through Pluralistic Mechanisms; SO 2.3: More Effective, Responsive, and Accountable Local Government; SO 3.2: Increased Use of Modern Contraceptive Methods with Emphasis on Private Sector Delivery Systems; and SO 3.3: Reduced Exposure to Contaminants in Severely Polluted Areas.

Training Plan Development Process. USAID/Romania asked the Training Team to adopt a participatory approach and work collaboratively with the extended Strategic Teams to develop the Mission's training plans for FY 97. The team held meetings with six of the seven extended Strategic Teams. Both the Training Team and the Strategic Team discussed human resource needs not met through project-funded training but that cut across intermediate results and, in some cases, strategic objectives. Smaller groups formed to work on training plans based on the needs identified by the larger discussions. (see appendix B for agenda and materials used in SO Team planning sessions). This effort produced nine training plans for five of the seven strategic objectives. USAID/Bucharest asked the Training Team not to meet with the Strategic Team addressing SO 1.4 (A More Competitive and Market-Oriented Private Financial Sector) as that Strategic Team had sufficient project funds for training. The Training Team's meeting with the Strategic Team addressing SO 1.5 (A More Economically Sustainable and Environmentally Sound Energy Sector) did not identify any training needs that could not be met through that Strategic Team's project-funded training.

Funding/Prioritization. The Strategic Team members proposed more training plans than available funding could support for FY 97. Accordingly, the training plan is a Mission-driven document that allows the team leaders to decide when and which plans to fund based on the Mission's priorities and immediate needs. For example, despite the development of a training plan for Environmental Funds, the Strategic Team recommended funding of the plan in FY 98 once legislation is in place to support the legal framework for the funds. In addition, as the Mission refocuses its strategic objectives, particular SOs may become more important and assume greater immediacy than other SOs. A selection of training programs will permit the Mission to implement those programs that meet immediate priorities. It is worth noting that several of the programs are recommended for either Participant Training Project for Europe (PTPE) or Executive Management and Entrepreneurial Development Program (EMED) funding, which would allow for more recommended training

programs to be funded.

Unless noted, dollar figures represent the highest estimate based on a historical per participant cost of approximately \$10,000 for groups provided with translator services.

Training Plan Format. The spreadsheet lists proposed U.S.-based training programs and the SO/IR targets they support. The narrative provides details on each training activity listed. The information can serve as the basis for the nomination and recruitment of participants and the identification of technical assistance contractors who will assist with identifying participants and providing pre-training and follow-on support. In addition the plan is a blueprint for the training implementation plans and the "stakeholders" agreements" now required of all participants selected for training. The TP also provides language for the RFP for the training contractor responsible for locating a U.S.-based training provider.

Each recommended training program lists suggested follow-on activities to ensure that information, skills, techniques, and resources acquired during U.S.-based training will be used to continue strengthening and support USAID-funded program activities.

Current USAID/ENI guidance requires all USAID-funded contractors and grantees to report all training "in-country, U.S.-based, and third-country " by SO, IR, and secondary intermediate results. Partners for International Training and Education (PIET), the current training contractor, will collect the required information for input into the participant training and management systems (PTMS). For purposes of this plan, however, the Training Team requested information from contractors on in-country, U.S.-based, and third-country training for both ongoing and past training activities funded through their projects. The information is included in appendix A and organized alphabetically by contractor. It will provide the Mission with a general overview of all USAID-funded training and will assist in prioritizing U.S.-based training funded by PTPE.

Training Design. Many of the programs are designed for a group of participants who represent different organizations and constituencies essential to the successful outcome of a strategic objective and intermediate result. Therefore, the participant group is not necessarily homogeneous and may represent different types of organizations (private and public sector) and positions. All participants selected for this type of training will, however, need to understand the goals and objectives of the training and the rationale for their selection. The Training Team highly recommends that the group receive substantial pretraining to clarify the training goals and to begin to form a sense of group identity. Likewise, the U.S. training contractor will need to design creative programs to meet the needs of a diverse group of participants.

Gender Target. The Agency for International Development requires that females represent a minimum of 50 percent of all participants selected for training. In the last year, PTPE-funded participants were 52 percent female" exceeding the goal of 50 percent for that particular project. As PTMS begins receiving information on training from USAID-funded contractors, the Mission will

maintain statistics on gender and thus be able to monitor gender distribution missionwide. The section headed "Special Considerations" on each training plan offers suggestions and strategies for recruiting females. Based on the training programs designed for PTPE funding, contractors should experience no difficulty in nominating and recruiting females for training in FY 97.

Language. USAID/Romania has previously recruited participants with demonstrated English language capability. While this practice may continue to be the norm rather than the exception, some groups will need the assistance of interpreters and translators. These services are likely to be important if the project recruits and selects individuals from areas outside major cities. Further, many of the programs designed for PTPE funding are targeted to a group of participants who will be selected for training based on their employment, skills, positions, and the desired impact upon return from training. Often, the training design includes a group project to be undertaken in the United States and implemented after the group returns. It would be detrimental to the goals and objectives of the program if substitute participants had to be selected because a "key" individual did not meet the language requirement.

Follow-On Activities. The 1997 training plan recognizes the value of follow-on activities to enhance and reinforce the knowledge and skills acquired during U.S.-based and third-country training. In-country training activities offered by TA contractors and grantees before and after U.S.-based training create a "seamless" training process, with each component strengthening and building on other components. In-country training provides a foundation as well as continuing support to ensure a more productive overseas experience after the participant returns.

All follow-on programs are designed to reinforce ongoing and pretraining activities conducted by TA contractors and grantees. Contractors and grantees will need to understand their role in providing follow-on support and must appreciate the importance of their guidance and support to the returned participants. Most of the training plans link in-country, U.S.-based, and follow-on training through a project that participants will identify with before they leave for the United States; participants will then implement the project upon their return from training. The impact of the training on the desired intermediate results will be enhanced by the involvement of USAID contractors and grantees in posttraining activities and support to the participants.

Recruiting/Nomination Process. The Training Team recommends that the "expanded" Strategic Teams (specifically TA contractors and other relevant resource persons, including the training contractor) assume responsibility for nominating and recommending participants to the "core" team. If the Strategic Team is involved in nominating and recommending candidates, it will likely screen and select those "human resources" most critical to the achievement of the SOs and IRs. Likewise, from the beginning of the training program, the TA contractors and grantees will be integrated into any pretraining and follow-on programs.

The expanded Strategic Team will also vet participant nominees to ensure the most productive group composition for each training activity, thereby limiting discord or other disruptive factors that

may impede the learning process. One caveat worth mentioning is that an internal process (i.e., USAID strategic teams) for recruiting and nominating participants will appear to the public less "transparent" than an open, advertised one. Therefore, the criteria for nominating and recruiting participants for each program will need to be clear to avoid any appearance of favoritism. If questioned about why an individual was neither nominated nor selected, the Mission's Human Capacity Development Officer and training contractor will need accurate information to respond appropriately.

Training of Trainers (TOT). Through its TA contractors and grantees, USAID has supported and will continue to support training of trainers for maximum use of USAID-funded TA assistance and in-country training. Accordingly, the TP for FY 97 includes as a training objective "sharing information gained." Depending on the desired outcome of the training program, training providers may be required to present a formal module to enhance participants' abilities to transfer knowledge, skills, and techniques acquired.

Training Group Size. The recommended size of the training group ranges between eight and 12 participants. Indeed, training records indicate that most training groups are composed of three to ten participants. Not only is it more cost-effective to send groups of participants to the United States, but a group rather than an individual will have a greater impact on the desired and strategic objective(s) and intermediate results upon return. A group program will provide an atmosphere for networking both before and after the training and thus will help establish new linkages for professional support and change among participants.

Cost Sharing. The Mission, TA contractors, grantees, and training contractor will continue to explore cost-sharing arrangements through a variety of sources. Each Strategic Team meeting discussed ideas for cost sharing, as noted under "Special Considerations" for each training plan. The Mission Director is responsible for determining the requirement for host-country contributions (e.g., cost of international airfare). Cost sharing will lower costs per participant, especially for smaller groups, and thereby allow more groups to take part in U.S.-based training. It has also been demonstrated that participants (and/or their employers) who are able to contribute to the costs of the training have a larger stake in the outcome of the training experience and thus become stakeholders.

STRATEGIC OBJECTIVE 1.3

Development and Growth of Private Enterprises

Association Development and Management

SO 1.3 Development and Growth of Private Enterprises

IR 4	Improved Management Practices Adopted by Enterprises
IR 4.1	Increased Access to Business Services
IR 4.1.1	Strengthened Business Support Organizations

USAID Private Sector Officer: Raymond Morton, Strategic Team Leader

Number of Participants	10 participants (three groups of participants are identified for programs" see explanation under "Participant Profile Selection")
Duration of Training	4 weeks
Estimated Cost	\$100,000

Training Goal. To help directors of associations understand, develop, and improve the functioning of an industry association in a market economy.

Training Objectives. At the conclusion of the program, participants will be able to

- C exercise more effective leadership in their respective associations;
- C explain the organizational and management structures of associations in the United States;
- C adapt those administrative, operational, and program models best suited to Romania;
- C identify needs and develop appropriate programs and sources for income generation for sustaining their associations;
- C develop skills for advocating industry affairs to government agencies and legislative bodies;
- C learn strategies for recruiting new association members, including membership criteria, membership services, and how to attract and retain members; and
- C advise other association staff on administrative and management systems, available information and resources, and skills and techniques useful to successful development of associations in Romania.

Training Components. Classroom sessions should be kept to a minimum; however, a one-week to ten-day seminar on association management with emphasis on fundraising and membership development is desirable. Site visits and appointments with industry-specific U.S. association members should complement the seminar. Another recommendation is for the group to attend association events while training in the United States: conferences, trade shows, and annual meetings. "Experience America" activities should round out the training.

Background. Associations are new organizations in Romania and indeed in the entire ENI region. A large number of associations have formed, but approximately 80 percent are organizations in name only and do not function as associations. While Romania's association executives and members may define the purpose of an association and the services to members, they lack the

experience to put the ideas into action. Training in the United States will expose participants to a dynamic association community that is influential in advocating policy and regulations for its members. It is hoped that those associations that represent the private sector and have an economic base for support will serve as association models for other sectors.

USAID/Romania provides assistance activities aimed at business support services to improve private enterprise management and technical skills, assistance to restructure state-owned firms, financial market development (Strategic Objective 1.4), and legal and regulatory reform needed to establish the framework for a free market, private sector-oriented economy. IR 4 will in part be achieved through businesses access to business services (IR 4.1), which, in turn, will be accomplished by IR 4.1.1, Strengthened Business Support Service Organizations. Private enterprises have increased their access to business services through USAID-funded projects. In addition to direct USAID-funded advisory services, business service centers, business associations, and business counselors have all been trained and deployed to a wider geographic range, thus increasing access.

Participant Profile/Selection. Nominees should be association directors who have demonstrated leadership and management skills. They should come highly recommended by TA contractors/grantees who have worked with the various individuals. The first group should be composed of association executives, including directors of regional associations. Subsequent training groups could be organized along sector/industry lines or include a group of association boards of directors.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include the American Bar Association (ABA)/CEELI, Agricultural Cooperative Development Institute (ACDI)/Volunteers in Overseas Cooperative Assistance (VOCA), Washington State, Land O' Lakes, and Citizen's Democracy Corps (CDC).

Suggested Follow-On Activities. Follow-on activities should include continued support from TA contractors and grantees after participants return from U.S.-based training. Nominees should agree before participating in the training to organize upon their return a seminar for the members of their association and regional directors to share newly acquired knowledge.

Special Considerations. Participants may be able to cover airfare to the United States. Depending on industry/sector, TA contractors should experience no difficulty in recruiting women for the programs, although there are no women in associations representing the meat industry.

Management Development of Private Enterprises for Profit

SO 1.3 Development and Growth of Private Enterprise

IR 4 Improved Management Practices Adopted by Enterprises

Private Sector Officer: Raymond Morton, Strategic Team Leader

Number of Participants	12
Duration of Training	2-3 weeks
Estimated Cost	\$100,000

Training Goal. To enable chief executive officers and top-level managers of medium-sized enterprises (1,000 to 2,000 employees) to improve management performance at the highest levels of their organizations, to distinguish between operational and strategic activities of top management, to manage their enterprises effectively for profitability, to develop human resources and delegate responsibility strategically, to focus on the business-client relationship, and to familiarize high-level government officials with the issues confronting managers of private businesses in Romania

Training Objectives. At the conclusion of the training program, participants will be able to

- C identify, define, and develop proper organizational structures;
- C understand and apply the Western method of strategic planning;
- C understand the purpose and importance of corporate governance such as the relationship with the board of directors, shareholders, etc.;
- C apply sound business and financial management principles to running a profitable company;
- C include enterprise strategic vision and facilitate mission development for profit overview;
- C understand principles involved in decision making in a high-inflation economy;
- C become well versed in using the tools of communication and be able to develop a communication plan, including a corporate mission statement; and
- C understand their leadership role and be able to define, communicate, and monitor that role.

Background. Though much more slowly than envisaged, Romania has made slow but steady progress in establishing a private sector. A critical barrier to the development of the private sector continues to be the disastrous losses of state-owned enterprises, which are absorbed by banks and other companies. Among the essential steps to be taken to advance private sector development is the further development of management skills, a change in mentality to favor private enterprise, the establishment of more open and honest business practices, and the creation of a more competitive market.

Training Components. The course should include an executive-level seminar with industry-specific site visits and professional appointments to illustrate and supplement the seminar training objectives. Training should be tailored to meet the needs of high-level managers within the Romanian context. The program should be conducted in a recognized institution in the United

States that offers internationally acclaimed executive-level business training. A certificate should be awarded to participants at the end of the program. The course should be conducted in Romanian and/or with interpretation provided.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include the Agency for Reconstruction/Carana, CDC, Washington State, Romanian Enterprise Fund, Land O' Lakes, and VOCA/ACDI.

Participant Profile/Selection. Participants should include chief executive officers and top-level managers of medium-sized businesses (1,000 to 2,000 employees) that have been in business for at least one year, are 51 percent privately held, and have horizontally focused sectors. Two nominees should be recruited from each "key" industry selected for this program. (Key industry leaders are those leading industrial companies and their managers that agree to sign a "stakeholders" agreement and implement change.) USAID and contractors/grantees should be consulted to identify key industries and managers who meet the selection criteria. The Strategic Team also recommends that two high-level "key" government players participate in the program. (A concern is that government support for private enterprise development is out of step with the growth of the private sector. The training will introduce government officials to the issues facing private sector managers and better integrate the two perspectives and promote the political will to continue working toward a private sector economy.)

Suggested Follow-On Activities. The agreement signed by participants should specify the follow-on activity. TA contractors/grantees who nominate participants will provide assistance to managers and their companies to adapt knowledge learned in the United States to the Romanian context.

Special Considerations. Efforts will be made to recruit women who meet the selection criteria. The business managers and ministry officials should be approached for cost sharing, particularly for airfare.

STRATEGIC OBJECTIVE 2.1

Increased, Better-Informed Citizen Participation in Political and Economic Decision Making through Pluralistic Mechanisms

Fundraising for Sustainable NGOs

SO 2.1 Increased, Better-Informed Citizen Participation in Political and Economic Decision Making through Pluralistic Mechanisms

- IR 2 Strengthened Advocacy Activity by Groups with Policy Formulation and/or Implementation Concerns
- IR 2.2 Improved Capacity of Groups with Policy Concerns

Project Development Officer: Roberto Figueredo, Strategic Team Leader

Number of Participants 12
Duration of Training 4 weeks
Estimated Cost \$100,000

Training Goal. To provide directors and/or those responsible for fundraising within the NGO sector with a better understanding of and exposure to the U.S. resource base for fundraising, including philanthropic organizations and fee-for-services to build the long-term institutional sustainability of NGOs to strengthen their capacity to participate in and support economic and political reform

Training Objectives. At the conclusion of the training program, participants will be able to

- C describe the role of corporate-based philanthropy in a market-based economy;
- C identify the structure and objectives of a community foundation;
- C develop a sustainability plan based on a mixed resource base;
- C identify six different public/private partnerships in service delivery;
- C develop and market a fee-for-service activity;
- C identify U.S. and international organizations that will serve as continuing sources of information; and
- C share information with colleagues in the NGO community.

Training Components. The Training Team recommends that classroom activity be kept to a minimum. The first part of the training will include a seminar that provides a historical perspective of corporate philanthropy in the United States and current structures and activities of representative foundations. The seminar should be supplemented with professional visits to selected foundations that are possible funding sources for the NGOs selected for this program. During the program, the training provider will work with participants to develop a sustainability plan. (The plan will represent a project that participants are responsible for designing while in the United States and for implementing when they return to Romania.) One component of the training should be a week-long internship at an NGO with a diverse resource base and different levels of organization and constituency. (If government staff and an individual from the corporate community are included in the group, an appropriate internship should be arranged for them.) "Experience America" activities should round out the training.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include the Democracy Network Project/World Learning, Inc., the Environmental Training Project (ETP)/Cooperative Housing Foundation (CHF), and the Center for Development and Population Activities (CEDPA)/Society for Education on Contraception and Sexuality (SECS).

Follow-On Activity. Participants should write a proposal for funding based on the sustainability plan they design during the U.S.-based training program. Other recommendations include a donor's forum organized by the returned participants and/or a conference by invitation to share with other NGO's participants' newly acquired knowledge and experience.

Background. "The developmental hypothesis underlying USAID's work on citizen participation in Romania is that pluralistic mechanisms offer one of the key medium-term means of contributing to USAID/Romania's Democratic Transition goal of "supporting the transition to transparent and accountable governance and the empowerment of citizens through democratic political processes." "

"Group participation is important for USAID's contribution to Romanian democratic development... ...[D]ecades of repression of civil society left the nation bereft of the genuinely voluntary associations that characterize flourishing or evolving democracies. Voluntary involvement was in effect forced upon Romanians in the past, leaving them with little knowledge of how to organize themselves around issues of genuine common concern, and leaving those in government with little appreciation of the importance of the civil society organizations. Citizen participation was viewed with skepticism and misunderstanding due to historical antecedents. As any country, citizen's groups, labor unions, professional organizations, political parties, and other groups can play a vitally important role in Romania in making local and national government more responsive and accountable regarding societal priorities and problems." (R 4 document)

Six years ago, Romania confronted an influx of private groups delivering emergency assistance. For the first time, Romanians heard of nongovernmental organizations and tried to understand the concept. Initially, many officials were wary, refusing to pursue any involvement with NGOs. Conversely, many of the foreign humanitarian NGOs actively avoided contact with the Government of Romania.

Now five years after the USAID/Romania program began delivering assistance to children in institutions, project evaluations are noting a difference in attitudes. For the first time, government officials are spontaneously citing the value of dialogue, team work, and participatory training as examples of democracy at work in meeting social needs at the community level. Further, the staff of indigenous NGOs have gained credibility because they are not part of the government system. This is a major change from just two years ago and highlights the importance of developing citizen's groups and local NGOs that can maintain the dialogue between government and the citizenry.

This particular program addresses IR 2, (Strengthened Advocacy Activity by Groups with Policy

Formulation and Implementation Concerns). It captures the result of such groups playing a greater role by virtue of their growing sophistication and interaction with each other and with the government, as reflected in such IR 2 indicators as groups banding together to form coalitions, increased submission of written proposals and comments from the government, and increased investment of human and financial resources in advocacy activities. In effect, this program advances various groups' efforts in "pushing open the door" of participation. Strengthened advocacy activity flows from more groups taking on advocacy roles and from groups enhancing their capacity to carry out such roles. Fundraising is fundamental to the sustainability of the NGO community and will provide the organizations with the resources to advocate for change.

Participant Profile/Selection. Nominations of participants should come from TA contractors/grantees who have worked with the NGO and can certify that the director is committed to developing a diversified resource base for promoting public policy concerns. Nominees will have already attended in-country training and workshops on the topic of NGO sustainability and hold a key position in fundraising for their organization. Both a government official(s) who serves as a liaison between the government and the NGO community and an individual from the Romanian corporate community should accompany the group. A diversified group will allow for more communication, networking, and impact between the various "stakeholders" in the broader NGO community.¹

Special Considerations. There should be no difficulty in recruiting women for this training program. The training contractor should explore the possibility of no-cost internships in the United States as well as the possibility of relying on host families for lodging for a portion of the program's duration. The government and corporate nominees selected for training may be able to cover a portion of their training costs.

¹ Participants who are not members of the core group, in this case the government and corporate representatives, should be well oriented to the goals of the program before their participation is firmed. Given that the program will be geared toward and primarily designed for the needs of the core group, noncore participants should clearly understand why they were selected as part of the group.

Increased Participation at the Local Level

SO 2.1 Increased, Better-informed Citizen Participation in Political and Economic Decision Making through Pluralistic Mechanisms

IR 1 Increased Opportunities to Participate in Decision-Making Mechanisms

SO 2.3 More Effective Responsive and Accountable Local Government

IR 1.1.2 Local Governments Establish Mechanisms to Exchange Ideas and Involve Citizens

Number of Participants	8
Duration of Training	3 weeks
Estimated Costs	\$72,000

Project Development Officer: Roberto Figueredo, Strategic Team Leader

Training Goal. To familiarize citizens and elected officials with how the citizen participation process works to solve problems at the local level

Training Objectives. At the conclusion of the training program, participants will be able to

- C describe the role of elected officials as representatives of local citizens;
- C identify issues and citizen concerns that need resolution at the local level;
- C understand and apply specific problem-solving techniques for resolving issues/concerns at the local level (e.g., mediation, advisory boards, and negotiation processes);
- C encourage citizens to make more effective use of nongovernmental policy-oriented organizations, advisory boards, public hearings, local government offices, etc., in resolving issues at the local level;
- C develop a group plan of action for resolving a specific problem at the local level; and
- C understand the role of the media in providing unbiased information on community issues.

Training Components. An observation study tour to three cities similar in terms of size, geography, and economic base to the Romanian city from which participants are recruited is recommended to explore how the citizen participation process works at the local level. The in-country TA contractors/grantees will work with the participants before departure to identify an issue in their community that can serve as a case study during the U.S.-based training. The TA contractors/grantees will work with the group on team building and communication skills before participants' departure for the United States. The training contractor might consider identifying a possible "sister city" relationship with one or more of the study tour cities. "Experience America" activities should round out the training.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include CHF, Central and Eastern Europe Public Administration Assistance (CEEPA), International City Management Association (ICMA), Frost, and IREX.

Follow-On Activity. Participants will work as a team with support from technical assistance contractors/grantees to implement the plan of action for the issue they identified before their departure for the United States.

Background. "The developmental hypothesis underlying USAID's work on citizen participation in Romania is that pluralistic mechanisms offer one of the key medium-term means of contributing to USAID/Romania's Democratic Transition goal of "supporting the transition to transparent and accountable governance and the empowerment of citizens through democratic political processes." "

"Group participation is important for USAID's contribution to Romanian democratic development... ...[D]ecades of repression of civil society left the nation bereft of the genuinely voluntary associations that characterize flourishing or evolving democracies. Voluntary involvement was in effect forced upon Romanians in the past, leaving them with little knowledge of how to organize themselves around issues of genuine common concern, and leaving those in government with little appreciation of the importance of the civil society organizations. Citizen participation was viewed with skepticism and misunderstanding due to historical antecedents. As any country, citizen's groups, labor unions, professional organizations, political parties, and other groups can play a vitally important role in Romania in making local and national government more responsive and accountable regarding societal priorities and problems." (R 4 document) This program will address two strategic objectives: SO 2.1 (Increased, Better Informed Citizen Participation in Political and Economic Decision Making) and SO 2.3 (More Effective, Responsive, and Accountable Local Government).

Participant Profile/Selection. Candidates for training should include elected and appointed officials, community and opinion leaders, NGO public policy groups, representatives of the central authorities, and media representatives from the cities selected for the program. (The cities/towns selected for the program should be communities where USAID is providing technical assistance to facilitate recruitment, pretraining activities, and a follow-on program.)²

Special Considerations. The number of women participants will depend on the cities chosen for this program. The TA contractors/grantees will make every effort to recruit women for the program. Most likely, interpreters will be needed for the group.

²Participants who are not members of the core group should be well oriented to the goals of the program before their participation is confirmed. Given that the program is geared toward and primarily designed for the needs of the core group, noncore participants should understand why they are selected for the program.

STRATEGIC OBJECTIVE 2.3

More Effective, Responsive, and Accountable Local Government

Fiscal Responsibilities at the Local Level

SO 2.3 More Effective, Responsive, and Accountable Local Government

IR 2	Strengthened Local Government Service Delivery Capacity
IR 2.1	Increased Local Government Control over Functions, Revenues, and Human Resources
IR 2.2	More Revenue Available to Local Governments

Project Development Officer: Roberto Figueredo, Strategic Team Leader

Number of Participants	10
Duration of Training	3-4 weeks
Estimated Cost	\$100,000

Training Goal. To illustrate through U.S. models how local leaders and elected officials manage fiscal responsibilities in a democracy

Training Objectives. At the conclusion of the training program, participants will be able to

- C characterize local and "central" governments in the United States and understand how they work together;
- C understand the need for every level of government to finance activities within its functional responsibility;
- C explore and examine the appropriateness of sources of income (revenue) for Romania for financing local-level projects and activities, i.e., taxes, public/private partnerships, in-kind donations, etc.;
- C identify methods for the responsible allocation and expenditure of resources;
- C understand the rationale and methods for accountability and transparency at the local level; and
- C share knowledge, insight, and skills with colleagues.

Training Components. Classroom presentations should be kept to a minimum but provide a adequate background on the structure of U.S. local and federal government and other topics related to local-level finance, budgeting, etc. Site visits to cities and professional appointments should illustrate lessons learned. "Experience America" activities should round out the training.

A pretrip team building session is highly recommended to create a sense of group identification and purpose. Participants who traveled to Ames, Iowa, for a similar program could be invited to the pretraining session to share with the group their experiences both during and after their training.

Background. "Before the events of 1989, Romania had one of the most centralized governments in the Soviet Bloc. Local government authority and capacity for making independent decisions or

taking action had almost completely atrophied. To the extent that western European governmental models were adopted prior to World War II they were French models, and therefore relatively centralized as well."

"The responsibilities of local government are limited and their ability to manage resources is even more strictly limited. Virtually all their revenues are transfers from the central government and they are permitted minimal discretion in their use. Activities which are legal subordinate to local authorities, such as public utilities cannot truly be managed by them because they do not have the authority to change rates paid for services or to easily hire and fire the utilities" managements. They do not make make the decisions about improvements to the utilities" facilities nor do they finance those improvements. In addition, municipalities lack adequate infrastructure to provide normal public services such as water, heat and electricity at a constant level, and existing backlogs for new services are high. USAID has been, and is working directly with local authorities and within their existing resources." (R 4 document)

This training program will contribute to IR 2"strengthened local government service delivery capacity by developing community authorities and leaders who will be fiscally responsible to the needs of their communities.

Participant Profile/Selection. The group will be composed of a cross-section of local and national leaders involved and interested in local-level finance, for example, local government officials (mayors), deputies, president and vice president of the city council, local governor, NGOs, and a member of the central government. Three to four individuals should be nominated from the same city where USAID is working to create a critical mass for networking and support upon the individual" s return from U.S.-based training.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include CEEPA/Chemonics, Environmental Training Project (ETP), CHF, and the Urban Institute.

Suggested Follow-On Activities. Upon their return, participants will design a seminar for the purpose of sharing information with colleagues and discussing how they can begin to make changes. USAID and TA contractors/grantees will provide support and guidance for the seminar as well as advice on any follow-on activities discussed in the seminar. The group that attended the Ames, Iowa, course should be invited to participate in all follow-on activities.

Special Considerations. There should be no difficulty in recruiting women for this program. They are well represented at all levels and organizations. Most likely, the group will need interpreters.

STRATEGIC OBJECTIVE 3.2

**Increased Use of Modern Contraceptive Methods with an Emphasis on
Private Sector Delivery Systems**

Advocating for Reproductive Health in Romania

SO 3.2 Increased Use of Modern Contraceptive Methods with an Emphasis on Private Sector Delivery Systems

IR 1	Increased Consumer Demand for Family Planning
IR 1.1	Increased Consumer Confidence
IR 1.1.1	Consumers Have Increased Knowledge about Family Planning Benefits

Number of Participants	8
Duration of Training	4 weeks
Estimated Costs	\$80,000

Program/Health Officer: Randal Thompson, Strategic Team Leader

Training Goals. To promote an awareness of women's reproductive health in Romania through basic and accurate information; to provide knowledge of the concept of advocacy and its role in a democracy; and to establish a network among key advocates for reproductive health so that advocates may better share and coordinate information among themselves and the public and thus advocate change

Training Objectives. At the conclusion of the training program, participants will be able to

- C demonstrate a basic understanding of reproductive health;
- C design and deliver an effective oral and written presentation on reproductive health;
- C understand the concept and role of advocacy;
- C identify the key elements and strategies for an effective advocacy campaign;
- C design and implement a plan of action for advocacy in the participant's own sphere/sector of influence;
- C initiate a semiformal network to share and exchange information on reproductive health;
- C access the most current information on reproductive health and be aware of national and international organizations that support reproductive health; and
- C share information with colleagues.

Training Components. Training should begin with a seminar to provide participants with a basic understanding of women's reproductive health and the concept and role of advocacy. The training should provide participants with the knowledge and skills to design an advocacy campaign upon their return from training. Participants need to be exposed to the complexity of the issue in the United States and the many sectors/organizations of U.S. society that are involved in the issue, including NGOs, family planning clinics, journalists, etc. Site visits should complement the participatory classroom training. "Experience America" activities should round out the training.

Background. One of the most glaring social legacies of the former regime was Romania's total ban on family planning. The results of this policy were extremely high rates of illegal abortion and maternal mortality rate ten times higher than elsewhere in Europe. Due to Ceausescu's pronatalist policies, women have been traumatized by and have not been trained to go to the official medical sector to obtain information on contraception and reproductive health. Instead, the Romanian population has been accustomed to turning to unofficial sources for information, especially as relates to contraception. In consideration of the severe deficiency in and misinformation about modern contraception during the Ceausescu years, the probability of faulty and inadequate transfer of information by interpersonal relationships is inordinately high. In combination with these practices, many health care professionals have not been successfully exposed to and educated about modern contraceptives and subsequently do not inform their clients about these methods and their freedom to use them. As a result, much of the Romanian population is significantly in need of information about modern contraceptives and reproduction.

The government's efforts to reform Romania's social and health systems are progressing slowly, especially those related to an effective and responsive public family planning system. A major component of the Mission's strategy is to use marketing and public information campaigns to change consumer attitudes towards modern contraception and to increase public awareness of and confidence in the available family planning services and products. There is a need to dispel myths about contraceptive methods, provide accurate information about the health risks of abortion as compared to contraception, and advertise where family planning products and services can be obtained. The Mission intends to use a variety of communication channels and techniques in achieving this result, including social marketing campaigns.

Participant Profile/Selection. Nominees for this group should include high-level Ministry of Health staff, the head of the General Practitioners' Association, the head of the Nurses' Association, directors of NGOs with a public policy focus, and journalists. (A semiformal technical working group that operates in conjunction with the Ministry of Health campaign could assist in identifying candidates suitable to join the working group upon completion of the training.) It is important that participants selected for the program have an interest in reproductive health and demonstrate a capacity for fulfilling the role of an advocate upon their return and enlisting support from their employers.³

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include CEDPA/SECS, Youth for Youth, and Profit.

Follow-On Activities. Participants should continue to develop their plan of action and work with the semiformal MOH committee to implement their information and advocacy campaign.

³Participants who are not members of the core group should be well oriented to the goals and activities of the program before their participation is confirmed. Given that the program will be skewed toward the core group, noncore participants should understand why they were recruited to join training program.

Special Considerations. There should be no difficulty in recruiting women for this training program.

Managing Private Medical Practices

SO 3.2 Increased Use of Modern Contraceptive Methods with an Emphasis on Private Sector Delivery Systems

IR 2	Improved Quality of Family Planning Services
IR 2.2	Improved Financial and Management Practices
IR 3	Increased Access to Family Planning Services and Products
IR 3.3	Alternative Delivery Mechanisms Established

SO 1.3 Development and Growth of Private Enterprises

IR 4	Improved Management Practices Adopted by Enterprises
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Number of Participants	8
Duration of Training	4 weeks
Estimated Cost	\$80,000 ⁴

Program/Health Officer: Randal Thompson, Strategic Team Leader

Training Goal. To introduce owners of private medical practices to models of medical service (type and quality) and the operations of private medical clinics

Training Objectives. At the conclusion of the training program, participants will be able to

- C discuss the criteria for "best practices" standards in private medical practice;
- C draft a business plan that addresses issues related to billing and collections and methods of payment such as health insurance payments and fee-for-service structures;
- C understand issues related to financial management of private medical practice;
- C characterize the different types of specialty clinics;
- C describe the management principles based on the different clinic structures (one physician, group practice, multiple-care professionals such as nurses, etc.);
- C understand the role of the private practice physician in influencing policy and reporting standards and procedures to the public health authority;
- C describe the patient/doctor relationship within the private practice setting;
- C discuss the relationship of the private clinic to other health care providers in the community, including referrals to and from hospitals, specialists, pharmacists, etc., for the purpose of continuity of patient care; and
- C discuss issues related to the legal regulation of private medical practice.

Course components. A seminar and appropriate site visits are recommended for the first part of

⁴This program fits the criteria for funding under PTPE or the EMED program.

the training program. Following the training and depending on participants' interest and type of practice, participants should be placed in internships in private clinics, HMOs, hospital-associated practices, or individual practices. "Experience America" should round out the training.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include CEDPA/SECS, Youth for Youth, and Profit.

Background. The government of Romania's efforts to reform the country's social and health systems are progressing slowly, especially in developing an effective and responsive family planning system. USAID's experience in Romania suggests that the country's lack of commitment, resources, and capacity translates into a public sector that will not fully address family planning issues. Yet, the potential is enormous for private sector involvement in family planning through nongovernmental organizations, private physicians, and private pharmacies. Thus, this training program will support the development of private practices in Romania and thereby strengthen an alternative delivery system for modern contraceptive methods.

Participant Profile/Selection. Nominees should be owners of private medical practices, including physicians, various specialists, representatives of health/medical associations such as ARDAMP (Association for the Promotion of Private Medical Practices⁵), and MOH or MOF officials. (An alternative participant profile would include private physicians and others actively involved in providing reproductive health care/family planning services, thereby more closely linking this program to SO 3.2.) Another possible program would be targeted to pharmacy owners.

Follow-On Activities. With the support of PIET, follow-on activities should include organizing discussion and networking groups every six months to discuss implementation issues relating to participants' businesses. USAID/Romania and TA contractors/grantees should facilitate and assist in this effort. The groups could include those involved in advocacy in the health care field. Participants will be encouraged to seek support from USAID-funded business centers and to maintain contact with U.S. counterpart organizations. The groups may want to consider initiating a journal of private medical practice and creating a resource center for literature and information.

Special Considerations. There should be no difficulty in recruiting women for this program. The training contractor should seek no-cost internships. It is possible that Romanian medical supplies/pharmaceutical companies could provide support for the program.

⁵Participants who do not fit the profile of the core group, e.g., physicians in private practice, would be well oriented to the program and understand why they were selected before they travel to the United States. The training goals and objectives are designed to meet the needs of the core group.

STRATEGIC OBJECTIVE 3.3

Reduced Exposure to Contaminants in Severely Polluted Areas

Environmental Fund Development Strategy

SO 3.3 Reduced Exposure to Contaminants in Severely Polluted Areas

IR 1	Industrial Emissions Reduced
IR 3	Increased Community Risk Intervention

Project Development Officer: Roberto Figueredo, Strategic Team Leader

Number of participants	8
Date of Training	FY 98 ⁶
Duration of Training	4 weeks
Estimated Cost	\$80,000

Training Goal. To learn methods for developing a specific funding base for environmental projects at the local and municipal levels and for developing strategies for sustaining and advocating on behalf of the environmental fund

Training Objectives. At the conclusion of the training program, participants will be able to

- C identify and understand alternative funding sources, i.e., taxes, fines, donor lenders, corporate, permitting, etc.;
- C understand concepts and legal framework for fund allocation and management at the national and local levels;
- C advocate for influencing policy, including community outreach and promotion;
- C create a tax-based earmark to reduce environmental risk; and
- C develop a community-based project.

Training Components. A pretraining component is recommended for team building and identification of a possible community project for the group to design while in the United States. The first part of the program should be classroom training at an appropriate university or training institute to provide a solid foundation on the different methods for funding environmental projects. Site visits to and professional appointments in communities should be arranged to illustrate and demonstrate the practical application of concepts learned in the classroom. Environmental funds operating in the CEE Region (Slovakia and Poland) are appropriate examples for a possible third-country training component for this program.

Background. The current thinking on the role of economic instruments in Romania is that the basic principle of "polluter-and-user-pays" should be adopted by the government as one of the main means of environmental management and that it should be used to complement direct

⁶The group agreed that this program should be considered next year when the legal and regulatory network is in place for establishing funds.

regulatory measures. Direct government budget support and other concessions must be targeted but for only limited duration.

The other type of targeted policy instrument is the creation of specially earmarked funds "environmental funds" to address specific problems such as the cleanup of a major polluted river, etc. Romania currently claims a Water Fund while a General Environmental Fund is proposed under the New Environmental Law. A number of countries in the region have established funds for different specific purposes (Romania Environment Strategy Paper, July 1992).

While environmental funds have been proposed but are not operational in Romania, the country lacks knowledge on how to establish and operate such funds and how to gain access to funds to support environmental projects for specific problems at the local and municipal levels. This program will provide participants with the skills to establish and make the funds sustainable and assist in achieving all intermediate results.

Participant Profile. Participants will include local and national government officials, and representatives of industry, NGOs, and ownership funds. Individuals selected for this program should be active in ongoing USAID-funded programs in communities where a single industry is the main source of income. Two communities recommended for the program are Baia Mare and Slatna.

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include the Environmental Action Program Support Project (EAPS), the World Environmental Center (WEC), EHP, and the Harvard Institute for International Development (HIID).

Follow-On Program. Participants should agree to continue to design and implement the plan they began during their U.S.-based training for building a model for an environmental fund in their community. Technical assistance contractors/grantees would provide support and guidance after the participants return to their communities. Participants should design a workshop to share their knowledge and model with colleagues at both the local and national levels.

Special Considerations. The group will most likely need interpreters. Cost-sharing opportunities should be explored with local companies. There should be no difficulty in recruiting women for this program; many are in positions of leadership in community-based organizations.

Environmental Problem Solving at the Local Level in Industrial Towns

SO 3.3 Reduced Exposure to Contaminants in Severely Polluted Areas

IR 1	Industrial Emissions Reduced
IR 2	Improved Occupational Health Standards Practices Adopted by Workers in Assisted Plants
IR 3	Increased Community Risk Intervention

Project Development Officer: Roberto Figueredo, Strategic Team Leader

Number of Participants	8
Duration of Training	4 weeks
Estimated Costs	\$80,000

Training Goal. To provide exposure to key community players and organizations on how communities in a democracy find integrated solutions to resolve environmental, health, and economic challenges associated with residing in a "company town"

Training Objectives. At the conclusion of the training program, participants will be able to

- C motivate and galvanize support and secure community participation to solve environmental issues;
- C identify local, national, private, and public monies to support environmental initiatives;
- C apply different strategies to advocate for the environment in their communities;
- C understand the value of teamwork to resolve environmental problems at the local level;
- C draft and develop a local environmental plan; and
- C share knowledge and skills with colleagues and citizens in their community.

Training Components. A pretraining session for participants is highly recommended to build a sense of "team" and to identify an environmental issue in participants' community that can become the focus of a draft environmental plan developed during the U.S.-based training. A minimal amount of classroom instruction is recommended, primarily to assist the group in processing site visits and developing a local environmental plan. "Experience America" activities will round out the training.

Background. Like all other Eastern European countries, Romania inherited a number of environmental "hot spots" that were the result of the economic development policies of the former communist regime. A total of 14 specific areas identified by the World Bank represent the greatest

health threat for the people living in those areas. In trying to reduce environmental risks to the public and improve the prospects for needed investment, USAID has targeted several of these areas. Local community resistance to change is common, however, as the main community polluter (smelter, coal mine, manufacturing plant) is usually the primary source of employment and a key resource for the government (R., 1996).

Despite the activities of nongovernmental organizations, there is considerable public indifference to environmental issues. While part of this indifference is no doubt due to a natural preoccupation with the difficult economic times and the perception that support for a cleaner environment could mean the loss of jobs, the public does not seem to be aware of the environmental and health hazards in their neighborhoods (Romania Environment Strategy Paper, July 1992).

USAID has developed an integrated approach to pollution abatement that combines industrial restructuring in the polluting plant with behavior modification among workers and coordinated action within the community. The strategy identifies three intermediate results for the accomplishment of the strategic objective: IR 1 (Industrial Emissions Reduced); IR 2 (Improved OHS Practices Adopted by Workers in Assisted Plants); and IR 3 (Increased Community Risk Intervention) (R. document, 1996). The training program will address the need for citizen involvement and advocacy in solving environmental problems at the local level. It will demonstrate to community leaders and organizations how environmental issues are resolved at the community level and how all problems require an integrated solution.

Participant Profile. Leaders will be recruited from one community, perhaps Baia Mare or Galati, and will represent organizations with interests in community environmental issues. Participants could include an industry/plant manager; a local environmental protection agency representative, a representative of the health and sanitary authorities, NGO leaders, municipal and local government officials, and OHS authorities.⁷

Technical Assistance Contractors/Grantees. Technical assistance contractors/grantees include EHP, EAPS, and WEC.

Follow-On programs. A USAID-assisted follow-up debriefing will permit the group to discuss its program and discuss next steps for realizing its local environmental action plan (EAP). Participants will be held responsible for implementing their action plan, with technical assistance from USAID contractors and grantees. After a successful EAP is implemented in the community, the group could travel to other communities in Romania to share its model.

Special Considerations. The number of female participants will depend on the community and

⁷Participants who are not members of a core group should be well oriented to the goals of the program before their participation is confirmed. Given that the program will be geared toward and primarily designed for the needs of the core group, the noncore participants should understand why they were recruited.

industry selected for the program. For example, in Baia Mare, the smelter industry is predominantly male; however, the female representation in community organizations and among government officials may balance the group. The Soros Foundation works in the environmental area and may consider funding a portion of the training costs, particularly airfare for the group.

SPREADSHEET

USAID/Bucharest FY 97 Training Plan

IR #	Course Title	No. of Participants	Estimated Costs	Funding Source
Strategic Objective 1.3				
4/ 4.1/ 4.1.1	Association Development & Management	10	\$100,000.00	PTPE/EMED
4	Management Development of Private Enterprises	12	\$100,000.00	PTPE/EMED
Strategic Objective 2.1				
1	Increased Participation at the Local Level	8	\$72,000.00	PTPE
2/2.2	Fundraising for Sustainable NGO's	12	\$100,000	PTPE
Strategic Objective 2.3				
2/2.1/2.2	Fiscal Responsibilities at the Local Level	10	\$100,000	PTPE
Strategic Objective 3.2				
1/1.1/ 1.1.1	Advocating for Reproductive Health	8	\$80,000	PTPE
2/2.2/3/3.3	Managing Private Medical Practices	8	\$80,000	EMED
Strategic Objective 3.3				
1/3	Environmental Fund Development Strategy*	8	\$80,000	PTPE
1/2/3	Environmental Problem B11Solving at the Local Level	8	\$80,000	PTPE
TOTAL				
	84	\$720,000		
PTPE	54	\$440,000		PTPE
EMED	30	\$280,000		EMED

* SO Team suggests funding in FY98

APPENDICES

Appendix A: In-Country and Third-Country Training by TA Contractors

Appendix B: List of Participants for Strategic Team Meetings

Appendix C: Materials for SO Meetings

Appendix D: Training under Reengineering (schematic diagram and HERNS Series of Strategic Management of Training, No. 2)

APPENDIX A

IN-COUNTRY AND THIRD-COUNTRY TRAINING BY TA CONTRACTORS

It must be pointed out that most if not all USAID-funded TA contractors and grantees can leverage their expertise and funding by partnering with other contractors/grantees as well as with other donor organizations whenever and wherever possible. As appropriate, many can "share" TA support as well as technical experts (from the United States and other countries) such as lecturers and presenters.

AIHA implemented the Environmental and Occupational Health project in October 1995. The three-year project focuses on the detection and prevention of occupational hazards and education about the dangers and care of affiliated individuals (the health of health care workers). During the past year, three participants were sent to Tallinn, Estonia, to attend a CCE Information and Coordination Workshop. Three training activities are planned for FY 97: an introductory management workshop, a train the trainers workshop at Thomas Jefferson University (Philadelphia), and a five-day workshop, also to be held at Thomas Jefferson University.

AIHA's second program in Romania (Health Management Education) also presented several training activities during FY 96 and plans several more for FY 97.

American Bar Association/CEELI. CEELI provides in-country technical assistance and training in support of associations of judges and lawyers that will train legal professionals concerning commercial, criminal and civil legislative developments in Romania. CEELI is also conducting a series of large-scale workshops on commercial law topics for judges, lawyers, and legislators. Each workshop, to be held in two cities, will focus on commercial law topics such as franchising, equipment leasing, and secured transactions. Additional, smaller workshops will address law practice management. The contractor is also working to establish a clinical program at the University of Bucharest Law School. A series of presentations sponsored by the Bucharest Young Lawyers Association will address such topics as the comparative aspects of contract law, international arbitration, corporate finance, general aspects of corporate law, and security regulations. Each topic includes several weekly lectures. In FY 97, CEELI will present four large-scale workshops on commercial law topics, including competition law, consumer protection, corporate governance and finance, and alternative dispute resolution. It also plans a series of regular programs hosted by the Bucharest Young Lawyers Association covering such topics as joint ventures, double-taxation treaties, capital markets and investment funds, the role of the CNVM and job opportunities, credit instruments, banking transactions, and commercial contracts.

Bechtel is working in several areas with the National Agency for Mineral Resources (NAMR). The contractor assists in implementing a national rates and tariffs system for application to common carrier pipelines. It provides one-on-one on-the-job training (OJT) with NAMR staff to achieve staff expertise in operating the rates and tariffs computer model and managing the rates and tariffs

system (1/1/97" 12/97). Bechtel also assists in developing and implementing a regulatory framework and management system for the exploration and producing segment of the oil and gas industry. A long- term adviser in place since October 1995 trains NAMR staff on the job in regulatory management, and develops a background understanding of the oil and gas business and operations. Regulatory management training is also planned on site and will provide advice as needed to agency operatives on actual regulatory cases as they occur. Drafting of regulations is complete and awaits approval by the government of a separate "legal" regulation submitted by the agency. Upon receipt of government approval, the draft regulations are subject to final editing and adoption, now estimated to require three to four months. Following adoption, the regulatory management training will continue until late spring or summer 1997. Additional training included nine NAMR contract negotiators in economics (bid evaluation methods) and negotiating, with heavy emphasis on understanding the companies" and host"s values, logic, and needs to allow a sustainable contract to be negotiated. Bechtel is also supporting NAMR in the establishment of a national oil and gas database using ORACLE and UNIX in keeping with a system developed and provided by a software contractor funded by the World Bank. Training on the system is required for NAMR staff and for database operators in the five government entities that hold all the historical oil and gas exploration and producing data and that are obliged to transfer the information to the national database. The first stage of training, which began in September and will continue through December 1996 for 24 entity and NAMR staff. Additional training will take place once the hardware is moved to the entities. Some additional training of two key NAMR database employees has been undertaken through PIET and involved five person weeks of software training at Landmark"s Houston, Texas, facility. These two employees are now to serve as trainers of other NAMR and entity operators on the job. Project completion date is late 1997. The project also provides computer hardware to the government entities in support of the national database project. In May 1996, five Sun Servers with related equipment were delivered to NAMR; four have been installed and are in use for training in Bucharest. The fifth is in storage at NAMR awaiting completion in December of the training classes in progress, after which all five are to be moved to the entities for use in converting, storing, and transferring data to the database.

Carana Corporation/Agency for Economic Restructuring (Group for Business Engineering) focuses on postprivatization restructuring, which is a spinoff from government activity to the private sector using local capabilities and functions across 14 industry sectors in all regions of Romania. Two people have been sent through PIET for training in the United States.

Center for Development and Population Activities (CEDPA) manages the Romanian Family Planning Program. The program is designed to improve the health and well-being of Romanian women through private sector family planning service delivery and sex education training. Training related to this program has supported the establishment of model, high-quality, comprehensive reproductive health service delivery clinics and a model family life skills/sex education program in local high schools. During FY 96, CEDPA provided information, education, and communication (IE&C) training, including video production with the Society for Education on Contraception and Sexuality and Youth for Youth, advanced training in curriculum design for teaching sex education in cooperation with Youth for Youth, and a clinic sustainability business

plan with the Society for Education on Contraception and Sexuality (17 members). During FY 97, CEDPA plans additional training in the clinic sustainability business plan for 12 clinic managers/physicians, video production pretesting with ten members of the Society for Education on Contraception and Sexuality and five Youth for Youth working group members, and a one-day seminar for 150 reproductive health members, which will present the preliminary results of the first Romanian Young Adult Reproductive Health Survey. CEDPA has identified additional training needs, which include fundraising, marketing and business plan development and implementation, public relations/media training, and legal mechanisms for nonprofit organizations (NGOs).

CEDPA, in partnership with the Futures Group and the Research Triangle Institute, is also managing a policy project. Its purpose is to stimulate a supportive policy environment for reproductive health programs through a participatory process of policy formulation and dialogue. Its target groups include journalists, who will build skills in reproductive health reporting, NGOs involved in reproductive health issues, and obstetricians and gynecologists (Ob-Gyns). During FY 96, one advising session was held as a part of an Ob-Gyn Society Conference on reproductive health. Results of an Ob-Gyn knowledge, attitude, and practices (KAP) survey were presented and will help remove medical barriers to contraception. Two coalition-building workshops for reproductive health were held, with the participation of 30 NGOs, donors, the government of Romania, and media representatives. In addition, a one-half-day awareness-raising seminar for reproductive health was conducted and included donor agencies, government of Romania, NGOs, and media representatives.

During FY 97, four training activities are planned. A quarterly coalition-building workshop with NGOs will be held. Further, an advocacy skills-building workshop for women's NGOs will be conducted, with the Women's NGO Health Forum as host. Reproductive health service providers will participate in a workshop on medical barriers, and journalists will attend a workshop on reproductive-health skills building and press kit development.

Central and Eastern Europe Public Administration Assistance CEEPAA (Chemonics) is a 29-month program that includes technical assistance, training, learning materials, and a planned U.S. study tour designed to improve local government capacity and competence. These efforts are included in the following components: customer relations and public information, citizen participation, economic development, local public management, management information systems, and budgeting and finance. Training is an important part of the total package and includes counseling, training of trainers to provide for sharing of newly learned skills, formal workshops and seminars, and the proposed study tour. During the first year of the program, the following training was successfully conducted: general sessions held with elected officials in five cities and two counties where new concepts, citizen participation, and customer service were described in detail and where learning occurred; and one-day active learning workshops in customer service in one county and two cities. Attendees at each session included representatives from additional counties and cities, ranging from elected officials and department heads to clerical staff, totaling 92 participants. All training materials from the one-day workshop are translated into Romanian, and

the workshop is easily replicable for sharing with other agencies, contractors, etc., and could be used in business as well as in government. Additional workshops during FY 96 included one half-day session with community leaders where goal-setting techniques were taught to enable the Economic Development Foundation to focus better; two informal half-day sessions conducted by an economic development specialist with the planning and urbanism staffs of Ialomita County and the city of Pitesti to explore cooperation between local governments and NGOs; participation in program planning for the ICMA Budget Workshop in Predial (June 1996), with the participation of 24 recipients of program assistance; and the participation of ten local government managers and/or elected officials in a PIET study tour to Ames, Iowa. For FY 97, CEEPAA anticipates that training efforts will increase but that much of the training will be conducted by those already trained and will include additional cities/counties as well as training delivered to members of city/county staff who were not included in previous sessions. In February 1997, a formal two-day workshop entitled Development of a Citizens Information Center: How to Make It Happen and Work Effectively will be held in Ialomita County for approximately 30 participants and will include the already developed customer service training. During spring 1997, a series of one-day workshops is planned for community members in various cities relative to participating in citizen advisory boards and committees. And, in early spring 1997, CEEPAA proposes a U.S. study tour for ten project participants. CEEPAA has also proposed a two-day workshop on Management Information Systems in Local Administration for approximately 30 participants. The proposed workshop will cover such topics as software and applications for budget and finance, social assistance, social statistics, registry and document circulation, computer-assisted master plan, economic development, and concepts and design principles for the decision support component of MIS.

Cooperative Housing Foundation (CHF) created a Technical Service Center in Timis County, Romania, to identify the needs of Romanian NGOs and to field Overseas Cooperative Development Council (OCDC) member consultants to answer those needs. An important aspect of the project is the use of a \$150,000 credit line to be subloaned to members of Romanian NGOs. The project began as a series of generic training sessions aimed at building baseline organizational capacity for the Romanian partner NGOs. It then moved toward the development of "hard products" for the NGOs, including the development of facilities, finance plans, and income-generation strategies. Currently, training and technical assistance are specifically targeted to the construction of a \$6 million Senior Citizens Social Service Center, the construction of a \$600,000 flour mill, the construction of an \$800,000 sausage-making plant, the establishment of a buyers' cooperative for the local dairy association, the establishment of a small business revolving loan fund for the Small Business Association, etc.

During FY 96, CHF delivered a two-week session on intensive agricultural facility finance business plans to 25 board members of a farmers' association; an agricultural equipment seminar; a two-week session on agricultural finance; a one-month program on architectural design for a senior citizens' center for ten board members of a senior citizens' organization; one-month training in construction finance for ten members of the same senior citizens' organization; a three-week training in property management for ten board members of a tenants' association; a two-week

seminar on revolving loan fund management for ten board members; a two-week workshop on wheat and corn technology for 25 participants; and a two-week advising session on local dairy association development, including membership development and buyers' cooperative formation for 18 prospective members. During FY 97, CHF proposes to organize the following training activities: small business loan fund development, including loan origination, underwriting, and servicing, for five to ten staff of a small business association; privatization and nonprofit board development for emerging boards of directors for two state institutions (orphanage, local opera house); a two- to three-week program to train 15 board members in senior citizen program development and a related program in senior citizen credit union development; property maintenance training for ten staff members of a tenants' association; and a two- to three-week program in milling and baking technology and business management to five farmers' association members.

Deloitte Touche began its Profit program in January 1996. The program is designed to provide contraceptive technology and quality services training for private pharmacists through training of trainers and training of participants. The program also proposes to provide information, education, and a communication campaign on family planning and modern contraceptive methods targeted to young adults from 15 to 25 years of age. In October 1996, Profit provided training of trainers in five locations. From November 1996 through April 1997, the program anticipates training pharmacists in five locations where the initial training was provided.

Democracy Network Program (World Learning) is intended to develop and strengthen a broad range of indigenous public policy-oriented NGOs in USAID's four priority sectors through subgrants and technical assistance. The ultimate goal at the conclusion of the cooperative agreement is to enable local NGOs to become self-sustaining. The NGO community, then, serves as a primary vehicle for citizen participation in forming, implementing, and monitoring public policy. The project provides funding to support activities directly related to policy and advocacy activities, building institutional depth and capacities, and meeting critical operational needs. In FY 96, 60 eligible organizations around Romania were served by a series of workshops on basic organizational skills, including project planning, proposal writing, and project management. An additional training module was developed to introduce these organizations to the concepts of advocacy and public policy. Sixteen such seminars were delivered, four in each of the four regions of the country with an average of 20 participants each. In addition, one-day topical seminars attended by an average of 40 participants were developed in such subjects as message marketing, media, and volunteer/membership development. Seminars were held in each region on the subject of public policy and advocacy. In an effort to reduce high levels of mistrust and to develop a common language, groups were also invited to attend three-day collaboration workshops in each region with invitees from public authorities and private enterprise. World Learning also trained a cadre of 15 local NGO management and organizational development experts who are now capable of providing training and consultancy services to the local NGO community in organizational development leading toward sustainability.

World Learning has begun a series of workshops on policy advocacy project proposal development.

The workshops address the responsibility of organizations to participate in the policy development process, the relevance of organizational mission to the responsibility to engage external audiences, and the value of organizational capacity development in external relations for building institutional sustainability. As a result of the workshops, the project anticipates 45 comprehensive project concepts for policy advocacy activity in the form of proposals submitted to the Democracy Commission. In mid-October 1996, an intensive external relations and advocacy project development workshop yielded policy advocacy project concepts from 24 NGOs with policy concerns and implementation capacity at the national level. In preparation for the development of policy advocacy project proposals to be submitted in early December 1996, 27 NGOs with policy concerns and implementation capacity at the local level had established priority policy issues. A similar training activity for concerns of groups with policy issues at both the national and local levels is planned for February 1997. In addition, all organizations that have participated in the proposal development processes will be participating in three-day follow-on training in financial management.

Environmental Action Program (EAPS) Support Project (Chemonics International) helps facilitate the funding of economically viable projects in pollution prevention and abatement; builds institutional capacity to conduct environmental, technical, and financial project evaluations; and helps in packaging environmental investments. Through technical assistance and training, the project is addressing environmental issues in Romania related to the non-ferrous metals industry to improve the performance of polluting industries. The project will permit the industries to direct more investments toward environmentally sound production processes and pollution abatement; to strengthen local institutions and mobilize local public and private resources and expertise and thus involve both sectors in the process of reducing environmental health risk; and to institute sustainable systems and collaborative processes that further the goal and activities initiated under the auspices of USAID. EAPS is currently working with the Ampellum Copper Smelter in Zlatna, the Phoenix Copper and Romplumb Lead Smelters in Baia Mare, and the ROMBAT battery plant in Bistrita. These plants have received technical assistance to improve their operations economically and environmentally. Training has taken the form of study tours to modern facilities in the United States as well as planned training courses on modern techniques in the areas of nonferrous metals processing and occupational health and safety (OHS) so that technology can be transferred effectively to stakeholders in Romania. Training activities held in Romania in the past year include a two-week study tour to the United States, with visits to several plants in the U.S. copper smelting industry. Nine engineers working in the Romanian copper industry participated and acquired expertise to guide the professional development of Romanian managers in the latest technologies for copper processing. In October 1996, a workshop was presented on the design of workplace air sampling monitoring and the use of equipment, thus permitting formulation of a respiratory protection plan. The workshop, held in Bistrita, involved 16 participants, eight chemical engineers or chemists, one medical doctor, and seven OHS specialists. In the coming year, EAPS plans a two-week lead study tour for up to ten Romanian professionals (engineers and OHS specialists) who will visit several sites including lead smelters and battery plants in the United States; two one-day seminars in Baia Mare for five to 15 environmental professionals to help develop an understanding of the importance of good air quality monitoring data, how to analyze the

data, and data applicability; a one-day seminar on the use of air quality monitoring equipment for two to five environmental professionals in Baia Mare at Phoenix and Romplumb; a one- to two-week training course in the United States for two to three metallurgical engineers on modern smelter techniques (train the trainers); and one to three days of training for ten to 15 professionals in Bistrita on methods for developing respiratory protection and OHS plans for local plants. In addition, EAPS will assist USEPA in Baia Mare in a one-week hands-on training for five to ten educational professionals in the development of health educational activities and assist Environmental Health Project in a one-week hands-on training for five to ten environmental professionals on field-XRF and lead mapping training.

Environmental Health Project (EHP) is funded to perform two activities. The Environmental Health Project "Zlatna Activity is designed to reduce environmental risk to the public through tasks aimed at reducing the exposure of workers and the surrounding community to industrial pollution from the Ampellum Copper Smelter. The program has as its main components air monitoring, blood levels in children in the Zlatna community, and worker safety. All of these activities relate to one or more of the following four goals: reduction of average blood lead levels by 4 to 5 ug/dL in children under six years of age; lead and SO₂ exposure monitoring as a basis for medical surveillance and a respiratory protection plan in Ampellum, including a screening program to identify approximately 100 workers at the highest risk of lead intoxication; development of an air quality monitoring program to improve the quality and quantity of air quality monitoring data collected by the Alba Judet EPA to evaluate health risks from Ampellum plant emissions and the extent of risk reduction achieved as a result of plant improvements in 1996; and increased Romanian institutional capability and political willingness to assume an interinstitutional problem-solving approach to environmental health problems in Zlatna to ensure the sustainability of the activities initiated by EHP. For each of these activities, a training component has been designed to strengthen the capability of the partners to collaborate in achieving the goals of each activity and to ensure the sustainability and continuation of the activity once the program concludes. During FY 96, EHP provided follow-up training in air monitoring equipment operation and maintenance. This effort represented additional training and coaching in support of the implementation of an actual air monitoring plan as well as training related to the maintenance and quality assurance/control procedures for the equipment provided by USAID. Participants included two staff of the air quality laboratory at Alba EPA. EHP also conducted a data evaluation seminar, the overall purpose of which was to assist working group members and related agency and NGO personnel in analyzing and interpreting the environmental and blood lead data they had begun to collect in 1995. Thirty participants in this one-day seminar examined database development and management techniques and analytical statistical methods.

EHP also presented a two-day workshop to 30 participants on Pathways identification and interviewing and counseling techniques. The goal of the workshop was to put together a team that works to accomplish the following objectives: develop a better understanding in the community of how children in Zlatna are exposed to lead, the potential health effects of lead exposure, and methods for reducing lead exposure; review and discuss the available data on childhood lead exposure in Zlatna; train a core group of community volunteers to interview and counsel families in

Zlatna with young children to implement lead exposure reduction techniques for individual children and their families; design and practice interviewing and counseling techniques to use with children and their families; and develop an action plan with workshop participants to ensure that all families with young children (one to six years) are counseled in the next four months. Finally, two half-day sessions were held as a part of the Annual Scientific Meeting of the Center for Medical Research (Cluj) on the role of chelation therapy in an overall strategy to reduce childhood lead exposure. The sessions presented recent advances related to the role of chelation therapy, new drugs used in the United States and now available in Romania, and treatment recommendations.

During FY 97, EHP proposes two major activities. The first calls for a three-day training seminar for institutional strengthening and technology transfer on exposure assessment and data evaluation. The seminar will provide a scientific framework for health and regulatory agencies to conduct future health assessments for environmental contamination and will convey the basic principles of exposure assessment, health risk evaluation, and associated data needs with a focus on prenatal exposure and exposure of young children (one to six years). A one-week, hands-on training seminar in the development of health education activities and materials will draw on lessons learned in Zlatna to train participants in the conduct of knowledge, attitude, and practices (KAP) surveys and the use of results in designing educational approaches and materials. The activity will be undertaken in coordination with EAPS.

The second activity"the Environmental and Occupational Health Curriculum Development Experiment for Medical Students, Family Practice Residents and General Practice Physicians" is intended to support the efforts of medical faculty and health care professionals in Cluj and help current and future physicians identify, treat, and prevent illness and injury related to environmental contamination and workplace hazards. The environmental and occupational health curriculum designs, teaching models, and recommendations developed by the Romanian partners will be submitted for approval to the Senate of the UMP Cluj (for medical students) and to the National Institute for Postgraduate Training and Continuing Education of Physicians and Pharmacists in Bucharest. The curricula, teaching materials, and models developed as part of this activity will be made available for use throughout Romania.

A three-day curriculum design workshop held in October 1995 was planned to demonstrate interactive educational techniques such as case-based teaching and to provide updates on environmental health topics; it included 25 participants. A similar workshop was held in June 1996 and included 40 medical professionals and students. The workshop reviewed progress to date on curricula development, provided Romanian partners with an opportunity to present a session using active teaching methodologies, provided the opportunity to participate in an industrial site visit, and identified next steps in the development of environmental and occupational health curricula. For the coming fiscal year, EHP will present the final workshop in the curriculum design series. The goals of the workshop will be to provide some additional EOH technical content and to introduce another new teaching method; to provide an opportunity for each participant who teaches to prepare and deliver a minipresentation using new teaching methods introduced by the EHP team over the life of the project; to review written versions of this year"s syllabi for new hygiene courses for

medical students, new CME courses, and GP resident training; and to discuss next steps and sustainability issues. EHP also plans a U.S. study tour wherein four to six representatives of the Romanian partners in the project will be invited to participate to become acquainted with the U.S. health care education system. The representatives of the Romanian partners will meet with health care professionals in health institutions (hospitals and medical schools).

Environmental Training Project (ETP) (University of Minnesota) offers training courses on environmental management topics for local and regional governments and administrations, NGOs, businesses, and academicians working in the environmental field. The overall goal of the activities is twofold: human capacity development and institutional strengthening "for an environmentally sustainable and competitive market-oriented economic development." The program involves environmental business development and environmentally friendly industrial restructuring, NGO strengthening, environmental policy and management, and implementation of environmental legislation and strategy.

Holt International over the last year conducted a one week program for 20 people in management training for middle managers. Thirty people participated in a revised module training for social workers (manuals are available in English and Romanian), and three managers participated in a two-week study tour to the United States that focused on program implementation, community development, and NGO management. In the coming year, Holt plans to provide training in advocacy, NGO development/board development/fundraising, management training, and social work skills development (i.e., pregnancy counseling).

IREX administers two programs in Romania. The Social Science Curriculum Development Program brings Romanian professors and teaching assistants from social science departments to U.S. universities so they may observe their U.S. counterparts and develop new courses to be taught in Romania. The program objectives are to design a political science curriculum that incorporates the use of empirical methodology; develop new political science courses to be offered at the Faculty of Political Science, Public Administration and Journalism at the Babes-Bolyai University in Cluj-Napoca, Romania; strengthen courses already being taught, particularly by introducing empirical methodology; and train trainers. To date, four Romanian faculty members have visited the United States for training.

The Professional Media Management Program contributes to the credibility, professionalism, and effectiveness of the Romanian media (print, radio, or television). An in-country training program, it is intended to introduce U.S. media business practices to managers of Romanian media outlets and to introduce U.S. production techniques to the production staff of Romanian television stations.

Land O" Lakes (LOL) provides training, business consulting, and technical assistance to private entrepreneurs and associations within Romania"s dairy sector. The objectives are to help build effective management and operating models for the sector that encompasses milk production, collection, processing, distribution, marketing, and sales and to support dairy associations in their

efforts to serve their membership, strengthen the industry, and influence government policy. LOL engages in two project activities in working toward these objectives, namely, Agricultural and Business Cooperative Development and Training in Central and Eastern Europe and Private Dairy Business Acceleration for Romania. During the past year, several training activities took place. Two business specialists visited the United States for three weeks of training in dairy processing, business consulting, marketing, and association development. Four private processing general managers and association board members visited the United States for two weeks for industry familiarization and management and association development training. Three staff members went to Poland for one week for an introduction to the Polish dairy industry. Three staff and six enterprise managers/association leaders participated in two days of in-country training on marketing in the dairy industry. For FY 97, LOL plans to train one staff member in Hungary for one week in office administration (November). Three staff will travel to the United States for business consulting, dairy processing, and association development training for two weeks (November). In March, one staff member and three industry representatives will travel to Poland for association development training (one week). In July, two staff and three industry representatives will visit Poland for one week of the same training. In March and September, two staff and three processing managers will travel to the United States for two weeks of training in association development and processing management.

Romanian Capital Project (Booz Allen) is designed to create a capital market in Romania; 90 percent of the project is involved in training local businessmen. Project staff conducts seminars, workshops, and classroom work as well as public information lectures. In the past year, the project trained 19 mutual funds and 400 to 500 security analysts and sent a group of mutual funds analysts to the United States, and one analyst to Toronto. In the coming year, the project plans to continue training security analysts through April 19 (project ends April 1997). Training will be conducted in Bucharest, Constanta, Timisoara, Iasi, and Brasov.

Romanian Family Planning Program (Society for Education on Contraception and Sexuality" SECS) focuses on training government family planning doctors in offering model services, with 604 doctors trained in 1995 and 802 in 1996. The training enables the doctors to offer good-quality services and sex education in schools. The program also assists family planning services through 12 model clinics and provides sex education in 26 high schools. In FY 96, in collaboration with the Romanian Health Ministry, 17 SECS trainers offered consulting and trained government family planning doctors in seven university towns. In addition, in collaboration with the World Health Organization (WHO) and the United Nations Development Programme (UNDP), training was provided for gynecologists and family doctors from Moldova. During FY 97, the program plans to deliver training in fundraising, marketing, project development, and public relations and media training.

UNICEF (UNICEF and the Children of Romania, Selected Services for Children), supported by USAID funding, has been involved in a range of services that include young child development and family education for better child health and development, social worker training, integration of children with handicaps into the community, strengthening of key services for children with special

needs and at risk of institutionalization, coordination and special studies, safe motherhood, family education program, and children in especially difficulty circumstances. During the past year, numerous training activities took place under these projects. In-country training included a one-year training course (training course for practice supervisors) for 20 social workers given by the University of Bucharest; a workshop on prevention of school abandonment for 114 directors of different schools (held in Bucharest); a three-day workshop on education for development (held in Constanta); a social work workshop organized by the University of West Timisoara and the Peace Corps; a regional course on HIV/AIDS prevention in Arad (42 physicians, sociologists, assistants, and teachers participated); a three-day course on HIV/AIDS prevention in Bihor-Baile Felix (80 physicians and teachers participated); a four-day course on HIV/AIDS prevention in Turnu-Severin (43 nurses, psychologists, teachers, and pediatricians participated); the Child Protection against Violence Symposium in Bucharest (118 teachers and parents participated); and a one-day workshop on social work practice and supervisors training held in Bucharest (40 staff from special schools participated). In addition, technical assistance for social work centers was provided to include recruitment, international travel, and fees for two social workers provided by the East European Partnership to assist the activities of centers in Iasi and Cluj. In the area of family education, the following workshops and courses were held: a workshop on nursing ethics (18 participants); an HIV/AIDS course in Resita (66 nurses, physicians, sociologists, and teachers participated); a social work in schools workshop (32 participants); a three-day workshop on education for development in Constanta (65 teachers, students, and social workers participated); the early childhood development workshop in Constanta (50 participants); the Summer School for Social Work in Constanta (60 participants); a Balkan social work seminar in Timisoara; the Dialogue for Health seminar organized in collaboration with the Romanian Abolitionist Society (167 participants); and a workshop on Health Education and Curriculum Design for teachers and nurses, with a focus on health education for kindergartens, school, and community and the design of a curriculum for in-service training of educators. Training activities for the coming year have not yet been determined.

Washington State University⁸ (WSU) is responsible for strengthening the Center for Business Excellence at the Polytechnic University of Bucharest. Its goal is to assist the government of Romania in achieving a successful transition to democracy and a market economy. WSU's role is to assist the polytechnic and its cooperating institutions in Romania (including the Center for Business Excellence Network [CBE] members in Timisoara at the Chamber of Commerce, Craiova at the University of Craiova, and in Bucharest at the Academy for Economic Studies) to implement, institutionalize, expand, and develop new programs in the areas of business management and business counseling training, market economic education, and related support programs. The project aims to upgrade managerial skills of private companies and state-owned enterprises on the privatization list through small and medium-sized counseling and counselor training; provide continuing education in management training, with special emphasis on management training for privatization; upgrade human resource management and student job placement capabilities,

⁸This inventory does not include contract training won by individual centers on their own initiative and outside actual it requirements.

including the establishment of an Office of Human Resources Management in the CBE at the polytechnic; and improve access to and distribution of technological information in support of business counseling, management training, production, international trade, and related topics. Over the last year, WSU provided training through the Professional Business Counselor (PBC) Certification Training Program; conducted business seminars; provided business counseling services; provided U.S.-based training at WSU for six Romanian professors (four weeks in duration and focusing on small- and medium-sized business center development); made available business guides and training materials; organized the annual CBE conference; conducted student counseling and training through seminars and counseling sessions, with a focus on job search and career planning skills; organized a job fair at UPB in association with student groups and leaders; developed a database at CBE for job placement; developed the Research and Information Department at CBE to provide for the recruitment, hiring, and training of student interns to conduct secondary business research; provided one-on-one counseling with business owners and managers; and devised an ongoing training and performance evaluation system for student interns.

World Council of Credit Unions (WOCCU) focuses on increasing savings and credit services to the citizens of Romania by establishing user-owned and democratically run savings and credit associations that are intended to mobilize competitively priced local savings for reinvestment into productive loans to individuals and microenterprises. The current commercial banking system in Romania does not extend services to individual consumers and small- to medium-sized businesses. Many citizens report a general mistrust of the existing banking institutions and save outside the commercial system. The project organizes cooperatively managed savings and credit associations (SCAs). Through their savings mobilization and the provision of loans to members/owners, SCAs will meet the needs of savers and borrowers. They will also offer real market rates of return on savings and charge market rates on loans. Project implementation consists of establishing model SCAs that help capture savings not already deposited in the formal financial system; investing in member loans for productive purposes; developing and training directors and staff members of SCAs; and training SCA members in the principles and philosophy of SCAs and their rights and obligations as members, with a focus on grassroots. This two-year project has a goal of establishing two SCAs with approximately 4,000 members with combined savings of US \$1,000,000 and loans outstanding of up to \$800,000. WOCCU trained two project staff in two-week internships with the Colgate-Palmolive Credit Union in Kansas, with two additional weeks spent with state and federal credit associations as well as with WOCCU in Madison. A senior administrator for the project toured credit unions in Poland for one week and attended a regional conference in Latvia. He also assisted in a one-day seminar on legislation for savings and loan associations in Macedonia. All three trainees attended a one-week train-the-trainer seminar in Romania, which included participants from Ukraine, Latvia, Lithuania, and Macedonia. Two one-day business advising sessions were held with board and senior staff of the Uninea Nationala a Caelor de Ajutor Reciproc (UNCAR), made up of 11 presidents of individual Caele de Ajutor Reciproc (CAR) and four senior staff of UNCAR. This association operates a loan program financed through a social fund system with 2.5 million members. A similar one-day business advising session with representatives of all regional associations of CARs was conducted (64 participants).

FY 97 training plans include a two week credit union tour by four project staff and ten UNCAR staff in Ukraine and Poland. Four project staff and two UNCAR staff and the president and executive officer will participate in the one-week world conference of credit unions in Canada. The four UNCAR representatives will participate in two weeks of training on organizing and managing credit unions, including the democratic/cooperative principles of credit unions. Board members of three CARs will participate in two weeks of training in accounting for credit unions, savings strategies and promotions policies, loan policies, managing credit unions, and democratic/cooperative principles. Two UNCAR representatives will participate in a study tour of the National Association of Credit Unions in Poland, Ireland, and possibly the United States.

World Vision implemented the Constanta AIDS Project in May 1993, with the project continuing through March 1997. It is aimed at diminishing the impact of HIV/AIDS infection in Romania (with a focus on Constanta district) through information/education/communication, social assistance for the people affected by HIV/AIDS, and institutional development of the Romanian Association against AIDS. Project activities are largely conducted by volunteers trained in basic information about AIDS, appropriate communication skills, awareness of and respect for ARAS communication strategy, and awareness of and respect for the organization's value, principles, and methods. They are then trained for the specific projects they work in, such as education for high school students, counseling and staffing a hotline, social assistance, fundraising and marketing, and human resource development and management (training-of-trainers).

In FY 96, the project held in-country workshops in Constanta, Bucharest, and Piatra-Neant in the areas mentioned. In FY 97, the project intends to conduct more in-country training of volunteers in basic knowledge and skills and in working in education for high school students.

APPENDIX B

List of Participants for Strategic Team Meetings

Strategic Team 2.1 Increased, Better-Informed Citizen Participation in Political and Economic Decision Making through Pluralistic Mechanisms

Bryan Jardine	ABA/CEELI
Elizabeth Cosgrove	ABA/CEELI
Mathew Lovick	Cooperative Housing Foundation
Dorel Jurocovan	Cooperative Housing Foundation
Rodica Stefanescu	Environmental Training Project
Judie Kesson	CEEPAA/Chemonics
Cristian Andrescu	Partners for International Education and Training
Jeff Pennington	International Exchange of Scholars
Mark Parkison	World Learning
Becky Davis	Partners for International Education and Training
Randy Tiff	Frost Program
Ruxandra Daten	USAID/Bucharest
Bill Avery	USAID/Bucharest
Roberto Figueredo	USAID/Bucharest

Strategic Team 1.5 A More Economically Sustainable and Environmentally Sound Energy Sector

Patrick Kelly	Bechtel
Mihai Maracineanu	RCG Hagler/Bailly
Roberto Figueredo	USAID/Bucharest
Bill Avery	USAID/Bucharest

Strategic Team 3.2 Increased Use of Modern Contraceptive Methods with Emphasis on Private Sector Delivery Systems

Daha Dumitriu	Profit Project
Sandra Apostolescu	American International Health Alliance
Margaret Lynch	The Centre for Development and Population Activities
Becky Davis	Partners for International Education and Training
Charolotte Cromer	USAID/Bucharest
Carol Crags	PCI
Mioara Gibbs	PCI
Catherine Ormand	PCI
Randal Thompson	USAID/Bucharest

Kelley McCreery Holt International
Tania Goldner Holt International

Strategic Team 1.3 Development and Growth of Private Enterprises

Trina Herne Citizens Democracy Corps
Roxana Toader Partners for International Education and Training
Mazen Fawzy VOCA
Shannon Alexander Washington State University
Ray Morton USAID/Bucharest
Mr. Aughel USAID/Bucharest
Terry Cornelison Land O" Lakes
James Herne ACDI
Patricia Bekele USAID/Washington
Becky Davis Partners for International Education and Training
Karen Potter consultant
Bryan Jardine ABA/CEELI

Strategic Team 3.3 Reduced Exposure to Contaminants in Severely Polluted Areas

Phil Brown Environmental Action Programme Support (ETP)
Rodica Stefanescu ETP
Elizabeth Cosgrove ABA/CEELI
Becky Davis Partners for International Education and Training
Patricia Bekele USAID/W
Gianina Moncea USAID/Bucharest
Liviu Ionescu ETP and World Environmental Center
Ruxandra Popovici ETP
Cristien Andrescu Partners for International Education and Training

Strategic Team 2.3 More Effective, Responsive, and Accountable Local Government

Judie Kesson CEEPAA/Chemonics
Roberto Figueredo USAID/Bucharest
Bill Avery USAID/Bucharest
Becky Davis Partners for International Education and Training
Cristien Andrescu Partners for International Education and Training
Matei Gabriela ICMA
Scott Johnson USAID/Bucharest
Ruxandra Datcu USAID/Bucharest

APPENDIX C
Extended "SO" Team Meetings for Training Plan Development

1) Monday, November 4 2-4 PM

SO Team 2.1 - Increased, Better-informed Citizen's Participation in Political and Economic Decision-making through Pluralistic Mechanisms.

Team Leader: Roberto Figueredo - USAID
Ruxandra Datcu - USAID
Bill Avery - USAID

Extended Team Members:

World Learning; IREX; Frost; IFES; NDI; ABA/CEELI

2) Tuesday, November 5 9-11 am

SO Team 1.5 - A more economically-sustainable and environmentally sound energy sector.

Team Leader: Roberto Figueredo - USAID
Gianina Moncea - USAID
Bill Avery - USAID

Extended Team Members:

Bechtel Corp.; Electrotek

3) Tuesday, November 5 2-4 pm

SO Team 3.2 - Increased use of Alternative Family Planning Services.

Team Leader: Randal Thompson - USAID
Charlotte Cromer- USAID
Florin Russo - USAID
Ecaterina Vasile - USAID

Extended Team Members:

CEDPA; Futures Group; AIHA, JCI
C-1

4) Wednesday, November 6 10-12 noon

SO Team 1.3 - Development and growth of private enterprises.

Team Leader: Ray Morton - USAID
Dan Anghel- USAID

Extended Team Members:

Agency for Restret./Carana Corp; Peace Corps; PIET; Aid to Artisans; Citizen's
Democracy Corp; VOCA/ACDI; Land O' Lakes; Washington State Univ.; Romanian
Enterprise Fund

5) Friday, November 8 2-4 pm

SO Team 3.3 Reduced Exposure to Contaminants in Severely-Polluted Areas

Team leader: Roberto Figueredo - USAID
Gianina Moncea - USAID
Daniela Pascu - USAID

Extended Team Members:

Chemonics; World Environment Center; HIID; AIHA, Thomas Jefferson Instit.

6) Tuesday, November 12 2-4 pm

SO Team 2.3 - More Effective, Responsive, and Accountable Local Government

Team Leader - Roberto Figueredo - USAID
Scott Johnson - USAID
Ruxandra Datcu - USAID

Extended Team Members:

Chemonics; Urban Institute

Training Inventory for Training Plan Activity/USAID/Romania

If you have quarterly or annual reports, brochures, etc. that respond to these questions, please feel free to submit them with this form. Please fax your completed form or return your form and supplemental materials to the USAID office no later than **2:00 p.m. on Friday, November 1st.** Thank you.

Project Name:

Contractor/Grantee:

Project start/end date:

Person completing form:

Telephone number:

1. Please provide a brief description of your project with emphasis on how training supports the goals and objectives of your project.*

2. Please describe the training your project conducted over the last year, October 1995-September 1996, in-country, in the U.S. or third countries. (Third countries are countries other than the U.S. or Romania). Include training fields, type of activity and duration, and numbers and profile of participants.

3. Please describe your plans for project training over the next year, October 1996-September 1997, in-country, in the U.S. or third countries. Include training fields, type of activity and duration, and numbers and profile of participants.

* Training activities include workshops, seminars, programs, and business "advising" sessions.

DRAFT TRAINING PLAN GUIDELINES

Strategic Objective(s): List the strategic objective(s) that this training plan supports

Intermediate Result(s): List the intermediate results this training plan supports

Training Goal(s): Provide a brief description of the main purpose(s) of this training program

Training Objectives: Provide four or five measurable course objectives that participants in the program will achieve during the training program

Background: Explain how this training program supports the intermediate result(s)

Training Components: Indicate what type of training for example; practical, on-site visits, professional appointments, classroom, an off-the-shelf course, internship, or a mix of types. Provide suggested locations, for example, a geographic region in the U.S., public institutions, companies, schools, hospitals, etc.

Participant Profile: Profile the background of the person who should attend this course, for example; education, profession, partner institution/company, level of job responsibility, etc. (Be as specific as possible).

Follow-on activities: Provide ideas for follow-on activities after the participants return from their training in the U.S. What activities support the participants and assists them in adapting their knowledge and skills after they return from the U.S? Specifically, consider resources and activities available through this and other S.O. Team's projects and institutional partners that will utilize the knowledge and skills of the returned participants and support changes within the partner institution.

Cost Sharing: Provide possible opportunities for cost sharing. For example, consider other donors, foundations, the partner institutions, in-kind contributions by training providers in the United States, etc.

Strategies for Recruiting Females: The Agency requires 50% of all participants be women. Please provide any ideas you may have for recruiting women for training programs.

DRAFT TRAINING PLAN

Strategic Objective Team:

Group Leader:

Phone Number:

Training Plan Name:

Strategic Objective:

Intermediate Results:

Training Goal:

Training Objectives: At the conclusion of the training program, participants will be able to:

1.

2.

3.

4.

5.

Background:

Training Components:

Participant Profile:

Suggested Follow-on activities:

Opportunities for Cost Sharing:

Strategies for Recruiting Female Participants:

Other Considerations/Comments:

SAMPLE TRAINING PLAN

Strategic Objective Team: SO 3.2
Group Leader: Mary Jones
Phone Number: 1234567

Training Plan Name: Private Sector Development: Role of the Government
Strategic Objective: SO4
Intermediate Results: 4/ 4.1.4/ 4.1.2

Training Goal: To introduce members of parliament (and their senior staff) and/or relevant ministries to the general concept of small business support mechanisms at central and local levels; to existing U.S. regulations and systems of small business/private sector and the government.

Training Objectives: At the conclusion of the training program, participants will be able to:

1. Identify those types of legal mechanisms and institutions required to support small business
2. Determine which might be best adapted to this country to provide incentives for entrepreneurs
3. Better understand the relationship of the private sector (i.e. small business) to the government
4. Identify for adaptation in this country the forms and types of mechanisms that foster cooperation between government and the small business community;
5. Increase the ability to organize small business support programs at all government levels

Background: There is inadequate policy, legal and regulatory framework to support development and growth of private enterprises. This program will expose members of parliament to the benefits of a policy, legal and regulatory framework to help in the development of the private sector.

Training Components: Course components should a classroom presentation of a relevant case study of small business development in a new democracy; field trips to local, state, regional, and/or federal small business support organizations; and meetings with government officials responsible for providing support to the small business community, with sufficient time for in-depth discussion, questions/answers, networking.

Participant Profile: TA contractor/grantees should nominate candidates who have indicated an interest in providing additional government support to further the development of the small business community and who have participated in-country training on related topics.

Suggested Follow-on activities: A facilitated workshop, seminar, and/or conference should be held to review lessons learned, especially the benefits (economic growth, employment, tax base) of providing support services and programs for small business.

Opportunities for Cost Sharing: Perhaps Parliament would contribute the cost of airfare for this group.

Strategies for Recruiting women participants: This should not be a problem for this particular group. There are a representative number of women in Parliament.

Considerations/Comments: All participants will speak English.

This is a politically sensitive; Mission Extended S.O.Teams should review each nomination for group compatibility.

APPENDIX D

HERNS SERIES, NUMBER 2:

HOW DOES TRAINING FOR RESULTS DIFFER FROM PAST USAID TRAINING?

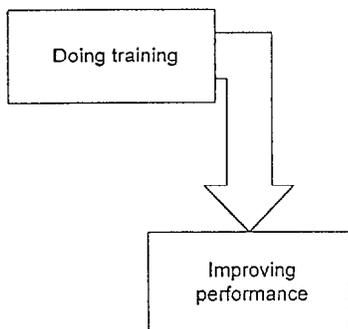
(Message: Reengineering requires that we redefine training's role in development assistance, which means new approaches to planning, implementation, and M&E.)

Does reengineering require any changes in the way we view training?

Reengineering requires a radical shift in the way we view training

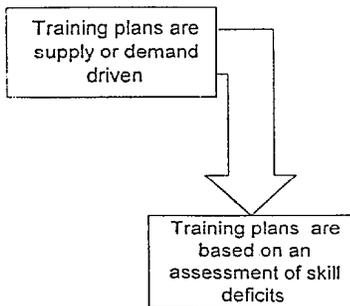
Yes! USAID is under increasing pressure to justify the resources spent on development assistance. Training resources are not exempt. Achieving results in a cost efficient way requires that training be used in the ways that will most directly contribute to strategic objectives. In most cases, this means that we must redefine the role of training and reinvent our approach to it. SO teams must plan training that is linked to strategic objectives, manage training for results, and monitor performance of partner institutions. In USAID, as well as other public and private organizations, this suggests a substantial change in the way we view training.

How does the "new view" differ from the way we've done training in the past?



Over the years, USAID has made great progress in the quality and quantity of training programs it sponsors. We are offering a broader range of programs to a greater variety of participants. We have improved the design and delivery of programs and refined the processes. Viewed as an input, USAID is good at "doing training."

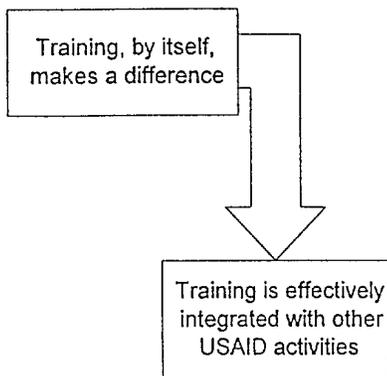
Designing and delivering good training is necessary, but no longer sufficient. We cannot judge the success of our training activities only by the satisfaction level of participants or the degree to which they mastered new skills, knowledge, or attitudes. We must also determine whether the skills are being applied, and whether that makes any difference in the way the partner institution does business. *We need to focus on the performance of partner institutions.*



Training strategies and related training plans have frequently been based on the host country's requests for training and the awareness of existing training opportunities. In these cases, nominations come from government and private organizations. Training is used to upgrade an individual's skill level or to acquire a new skill. Training has also been used as a reward — or as punishment. Likewise, USAID has sponsored many scholarship programs in which individuals are self-nominated and selected based on individual merit and potential. In other cases, training requests are in response to a training course advertisement. These practices result in training plans expressed in terms of the number of persons trained and the type of training programs desired.

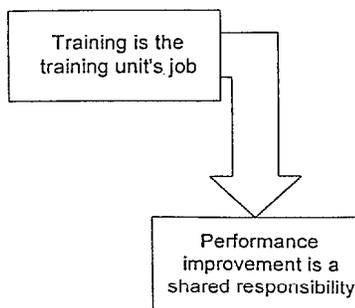
With a result orientation, we can no longer justify the resources spent on these approaches to planning. *All training must be based on a need to improve a partner institution's performance so that we are better able to achieve a specific strategic objective.*

In collaboration with our partners, we must analyze the factors that limit their performance — the factors that restrict their ability to help USAID achieve our strategic objectives. When these factors are related to the human capacity of the institution, we must determine the gaps between desired skills and actual skills. We then plan training that closes the gaps and contributes to improved institutional performance. Our training strategies will then be SO-specific and lay out an approach to improving the performance of the partner institution toward achievement of designated intermediate results supporting a strategic objective.



In the past several decades, USAID has sponsored many “stand-alone” training projects, such as CLASP or ATLAS. The main purpose of these projects was to upgrade the skills of individuals responsible for managing national development. Evaluations of stand-alone projects taught us that training impact was limited because of such constraints as unfavorable government policies, inappropriate management structures and systems, and insufficient capital or equipment—constraints that USAID addressed in other projects. However, there was little, if any, effort to coordinate the timing or substance of training with other mission development tools.

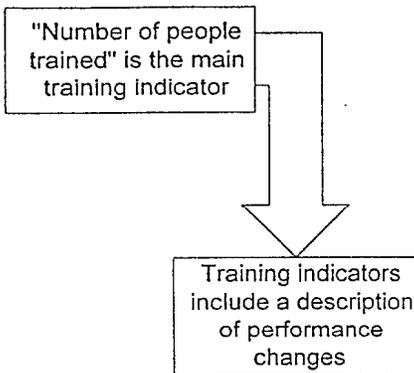
Training investments are most cost-effective when we carefully coordinate the timing and substance of training with other development tools in a Results Package. This means that RP managers and teams should work with customers and partners to determine how training can be combined with other development tools to achieve intermediate results grouped together in results packages.



This approach therefore requires that we view training as one, among several, tools that we can use to achieve strategic objectives. Training is a tool, or a means to an end; it is not an end in itself. Training is not an objective nor a result.

The old view of training is one in which the training unit is responsible only for ensuring that learning objectives are achieved, participants have enjoyable training experiences, and all processing and documentation is complete. They are responsible for managing stand-alone training projects and providing support to technical offices' project-related training. Training is largely the responsibility of the training unit.

The new view of training is one in which strategic objective teams are involved in planning and monitoring training. Likewise, the training unit—however the mission chooses to organize it—is involved in strategic planning and in monitoring the achievement of intermediate results. This means that training functions or staff cannot be independent or isolated from strategic planning or performance monitoring functions. Training can no longer be seen as the “training unit’s job.” *To contribute to SO achievement cost-effectively, SO and RP teams must take on the responsibility of planning training that will improve the partner institution’s performance.*



Monitoring and evaluation will also differ under the results framework approach. In the past, USAID training evaluations have often focused on “open-ended” impact. Evaluators have been forced to document any kind of training impact they could find at the individual, institutional, or sectoral level. This is because training plans did not specify the impact that training was intended to have. There were no impact indicators designated before the *ex post* evaluations were requested. Successful implementation of a training plan was determined by whether the targeted number of people were trained in the specific countries for specified types of programs.

To shift to the new view of training, USAID teams must develop training indicators before training begins. Teams must specify up-front what changes are expected from training!

In strategic planning, teams will determine what conditions must exist to reach the strategic objective. When an “enabling condition” is increased human capacity of the partner institution, an “intermediate result” has been identified. If the “improved human capacity” requires new or improved skills, knowledge or attitudes, the next level of intermediate result is known. When training is used to change performance, the descriptions of these changes are ready-made training indicators.

A meaningful training indicator is one that signifies that a key condition has been met and that USAID is one step closer to achieving a strategic objective. *Training indicators will include descriptions of satisfaction levels; acquisition of new skills, knowledge, and attitudes; application of learning; and changes in performance.*