

**PILOT LGPP  
CONSULTING AND  
COMMUNICATION  
WORKSHOP**

**ZAKOPANE, POLAND  
JUNE 11-13, 1997**

Prepared for



East European Regional Housing Sector Assistance Project  
Project 180-0034  
U.S. Agency for International Development, ENI/EEUD/UDH  
Contract No. EPE-C-00-95-001100-00, RFS No. 631

Prepared by

Becky Gadell  
Research Triangle Institute

Kathy Allison  
Training Resources Group

under subcontract to

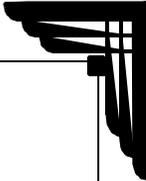
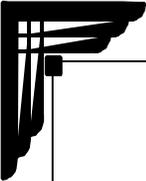
The Urban Institute



**THE URBAN INSTITUTE**

2100 M Street, NW  
Washington, DC 20037  
(202) 833-7200  
[www.urban.org](http://www.urban.org)

June 1997  
UI Project 06610-631



**Pilot Local Government  
Partnership Program**

sponsored by the United States Agency for International Development

**Consulting and  
Communication  
Workshop**

**Zakopone,  
Poland  
11-13 June 1997**



# WORKSHOP AGENDA

8.45. - 9.00. Morning welcome coffee

Daily workshop sessions begin at 9:00 am and end at 5:30 pm (approx.) except for the final day.

## DAY ONE

- \* Official introduction – USAID and Pilot LGPP representatives
- \* Introduction to Workshop (goals, agenda, getting started activity)

### ***How to utilise consulting most effectively***

- \* Consultation Framework  
Definitions, different consultation styles, strengths and weaknesses of each style as well as management implications
- \* Case Study Discussion  
Given consultation framework, small groups will be assigned cases drawn from real life experiences to analyse and decide how best to manage consultants.
- \* Experience of gminas in using consultants  
What are the positive impacts and disappointments from the gmina perspective -- a panel of 3 mayors. Includes discussion of different consulting styles from previous discussion.
- \* Experience of consultants in advising gminas  
What are the positive impacts and disappointments from the consultant perspective -- a panel includes 2-3 consultants
- \* What lessons should we draw from today's session.

## DAY TWO

- \* Brief review of yesterday's activities and today's agenda
- \* Produce recommendations for consultants and gminas (e.g. consulting "rules" that will make the situation work for all). Small groups work together to apply what they learned to develop guidelines for consultation situations.
- What are the gminas' expectations?
  - What do they need in terms of area of consulting and tools?
  - What are consultants' expectations?
  - what style or approach works best?
- \* Presentation of the results of groups on charts plus discussion
- \* Summary of this component of the workshop, linkage to communication and citizen participation.

## ***Citizen Participation and Communication***

- \* Overview -- Citizen Participation and Communication and the Pilot LGPP
- \* A framework for Citizen Participation and Communication
  - What is it/what it isn't
  - Key elements and tools of citizen participation
  - Integration with other components of LGPP
  - Examples of what is happening in some gminas
  - Importance for local government strengthening
- \* The Case of Gliwice
  - Gliwice overview
  - Citizen participation and communication issues
  - Small groups work to analyse/develop possible program approaches

## **DAY THREE**

- \* Agenda for the day
- \* Continue The Case of Gliwice
  - Reports from small groups
  - Contrast and comparison with what is really happening.
- \* Key actions to take to move ahead with Citizen Participation and Communication -- suggestions for actions/discussion of pitfalls
- \* Conclusions from conference and wrap-up

*Adjourn after lunch on day three*

# WORKSHOP GOALS

## Part I (Consulting)

Develop ways for gminas and consultants to cooperate effectively.

## Part II (Communication)

Understand the critical importance of public participation and communication in developing and realizing the city's vision.

Recognize that certain citizens and community groups have special knowledge which can contribute to better and lasting solutions.

Emphasize key areas of activity that local governments can undertake to promote public participation and communication.

*[communication refers to both internal (between government workers) and external (between government and citizens)]*

# HOW WILL WE WORK TOGETHER?

## Principles of the Workshop

Everyone is the same - everyone's input deserves equal attention  
Listen to our partner's opinion  
Be constructive  
Be disciplined (short statements, don't extend the coffee breaks)

## Work in Groups

choose a leader to make the session easier  
choose a group secretary  
describe and come to agreement on possible approaches  
write answers down on flip charts  
prepare a 5-10 minute statement

# Group Work

## The Interdependent Relationship between Consultant and Client

Group I
Becky Gadell
Eric Chetwynd
Hanna Ruszczyk
Bruce Purdy
Piotr Popiel

### Potential

### Tasks:

- *a list of mutual expectations*
- *principles/rules of conduct*
- *“Recipe” - step by step*
- *consulting form*

Group II
Mirosław Kruszyński
Elżbieta Limanówka
Bogdan Szubert
Maciej Gajewski
Marek Jasinkiewicz
Mirosław Adamczyk

Group III
Aleksandra Krawczyńska
Ryszard Niszalski
Marek Wójcicki
Krzysztof Grzymała
Jacek Kwiatkowski
Łukasz Cwiłek

## Group I

### Framework for Cooperation

1. We agree that it is important to listen to each other and value our respective opinions.
2. We will be open and honest toward each other.
3. We will respect our cultural values and learn from our respective experiences.
4. Before the engagement begins, we will agree upon: scope of work, schedule of activities, time commitment and results.
5. Closing summary of main findings and recommendations is discussed first with the client and agreed upon before the consultant leaves.

## Group II

### 1) *Principle of initial contact*

---

- introductory talks - both sides are equal
- peace/commotion/ “savoir vivre”
- “how to sit/how to talk”
- behavior

### 2) *Principles of formal meetings (consultant and client)*

---

- work meetings every month
- “doing your homework” work prepared by groups
- access to the consultant (by phone, fax, or e-mail)

### 3) *“one meaning” definitions*

---

- Who represents the client?
- the logistical coordinating person (meetings)
- the substantive contact person (coordinator)
- internal relationships between: contact person, coordinator, group, mayor

### 4) *Principle of allowing the consultant to access information and news*

---

- work groups
- equal knowledge of the issue (consultant/client)

***stick to deadlines!!!***

### Group III

- technical area of consulting
- direction for solving the problem
- mutual expectations
- consultant's service work
- reporting and accepting work
- continuous communication (consultant - advisory group)
- Variant solutions

### Group IV

## Mutual expectations

#### CONSULTANT

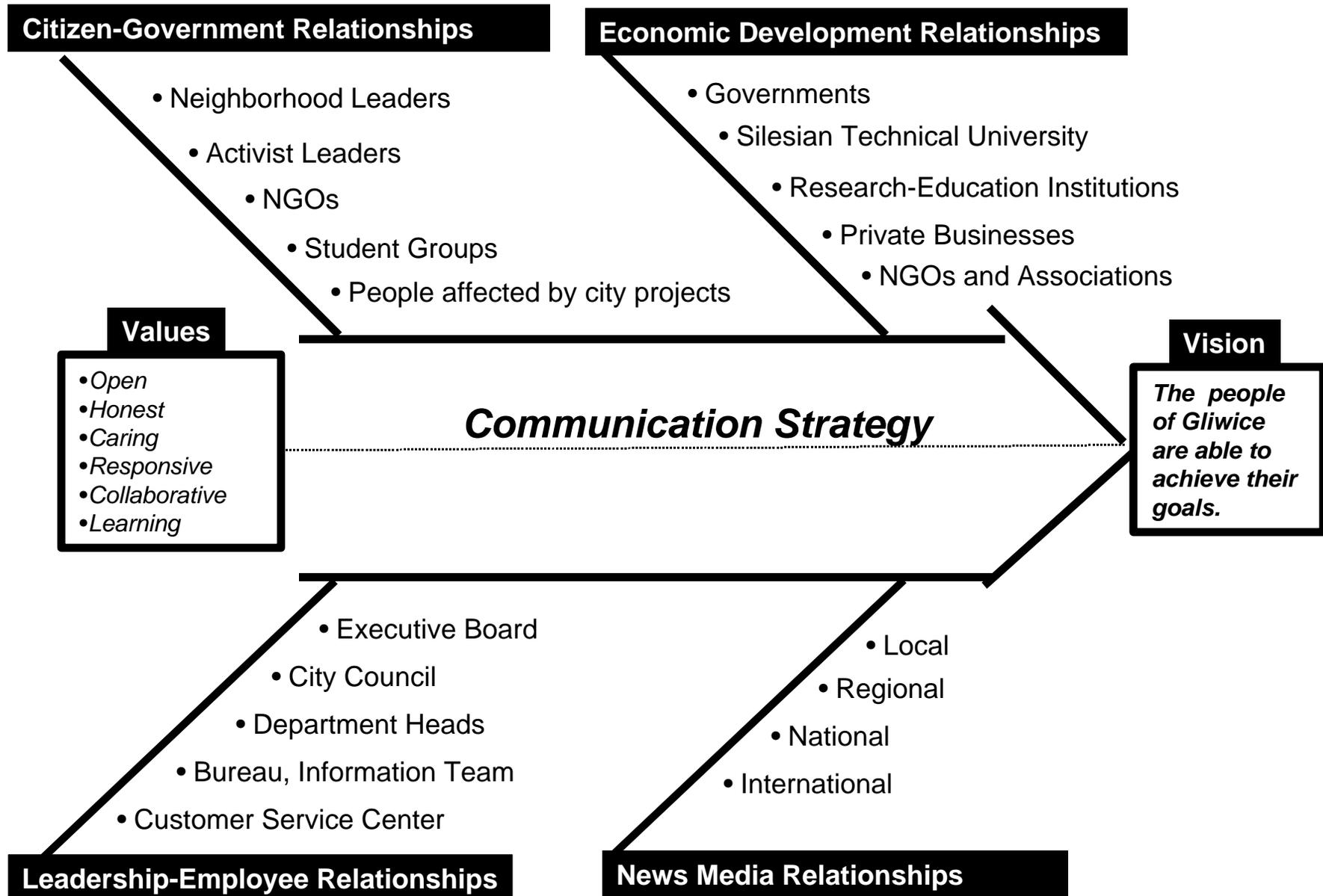
- a feeling of sensible work
- work with a motivated and interested client
- readable agreement which both parties are obligated to follow
- access to the person who can supply necessary information
- promotion, visible success
- obtaining relevant experience

#### GMINA

- help in identifying needs (sometimes)
- looking from a different perspective (or confirming that which we want to hear)
- solving concrete problems
- not causing problems

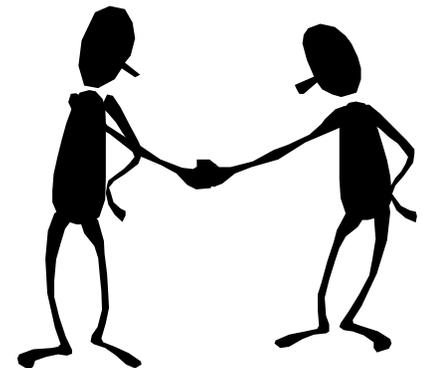
# DRAFT GLIWICE COMMUNICATION & CITIZEN PARTICIPATION STRATEGY

Strategy, Page 1, Summary Graphic



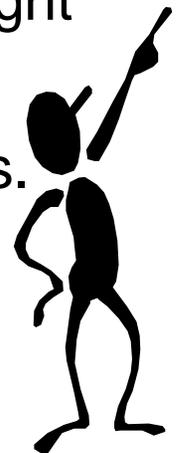
# What is Communication?

- *Relationships* that help us achieve common vision and goals, solve problems and maximize opportunities.
- Ongoing *process*, not products or tools. Happening all the time in many ways.
- Goes by *many names*: Public relations, public information, community relations, promotion, marketing ...
- Not assigned to a person or group. *Responsibility, privilege* of all.

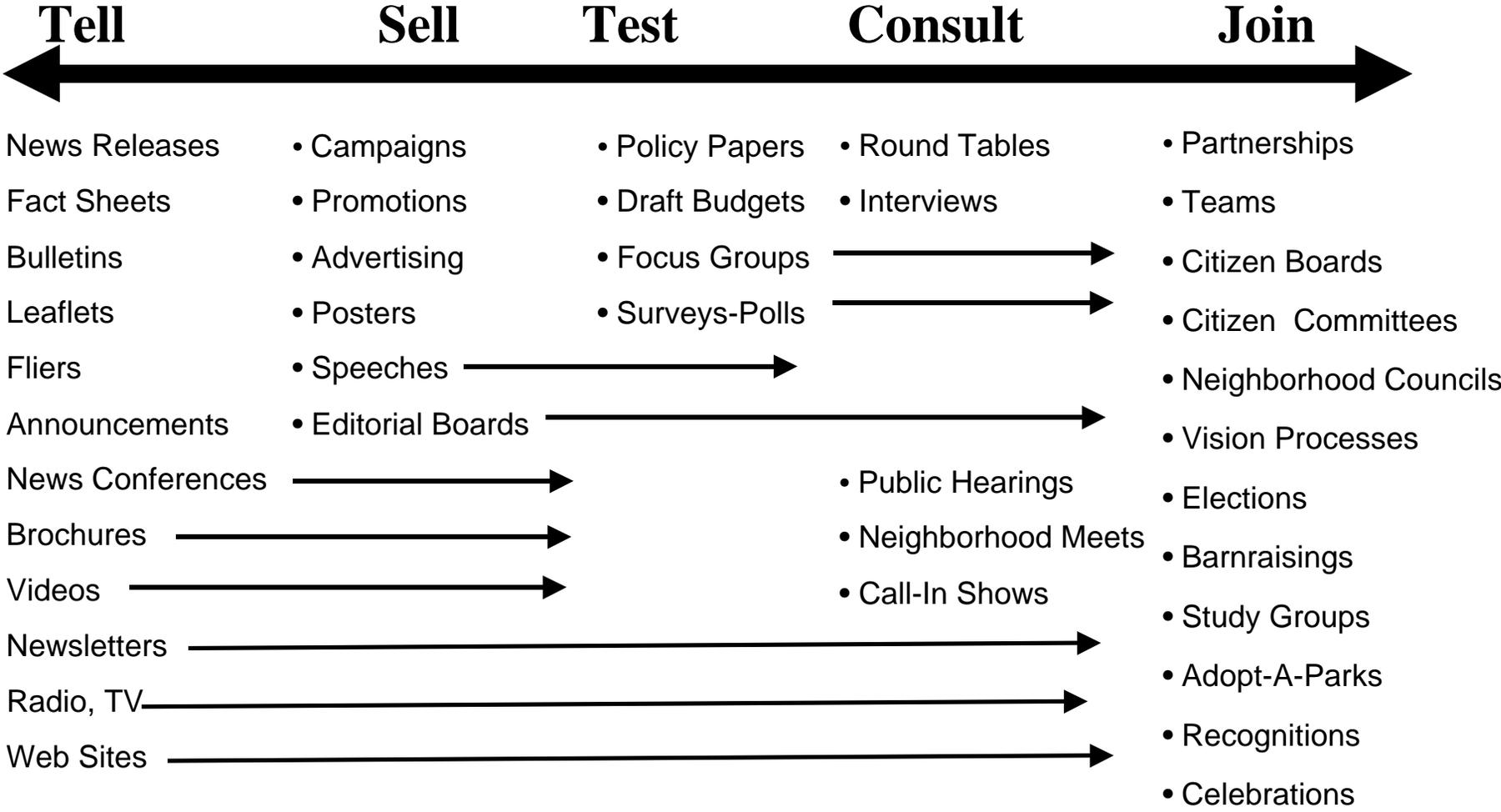


# What is a Communication Strategy?

- Communication based on facts, not just perceptions.
- Aimed at improving perceptions, building the understanding and trust essential to supportive behavior.
- Recognizes key audiences receive, understand, act on or dismiss messages based on their personal beliefs and assumptions.
- Helps get the right message to the right person at the right time in effective ways.
- Charts course for focused activities that leverage assets.
- Includes measures to help you adjust, continue to build relationships.



# Modes of Communication and Sample Methods



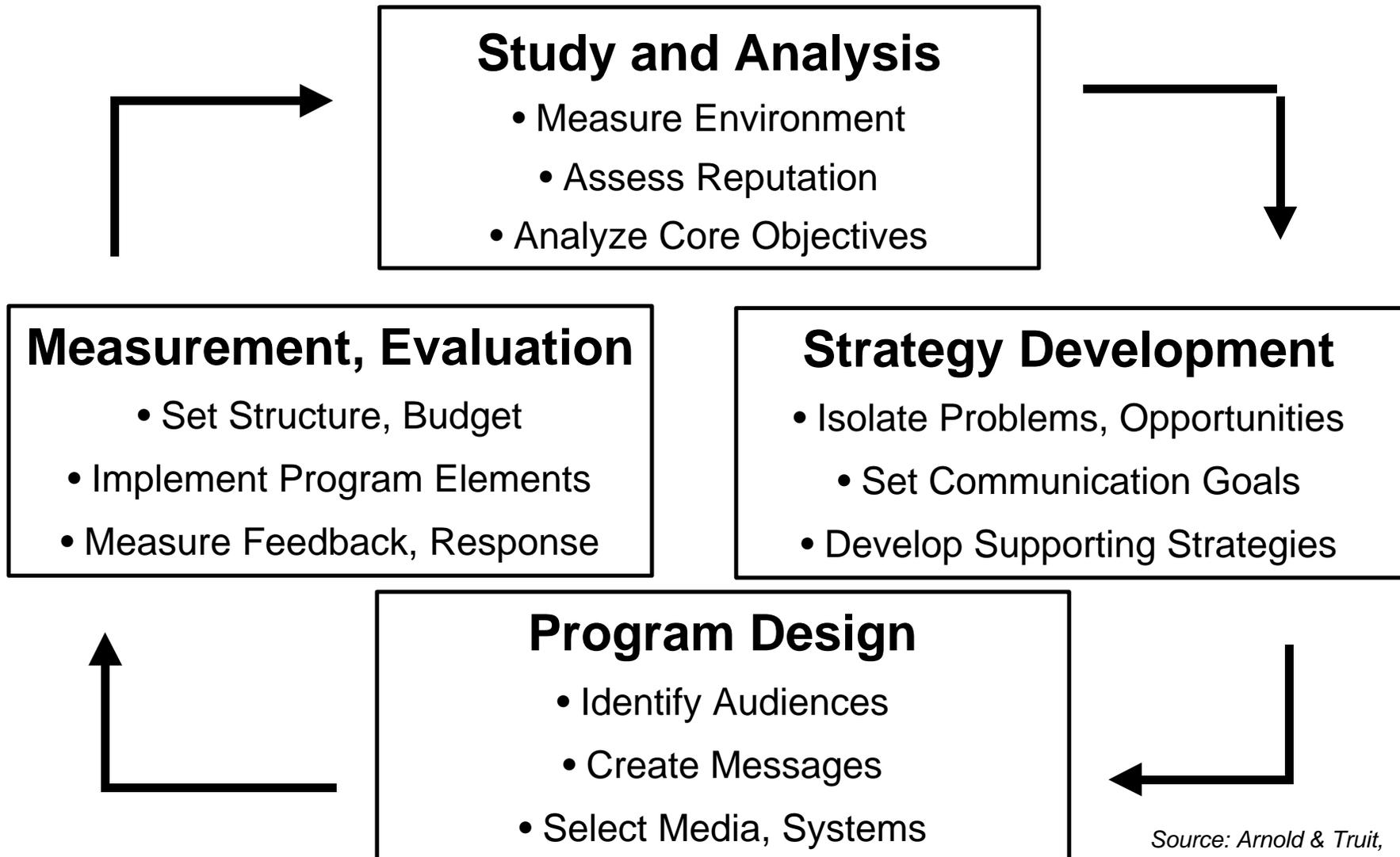
Source: Research Triangle Inc. (RTI), Center for International Development, Research Triangle Park, North Carolina, USA

# Strategic Communication supports progress toward shared vision



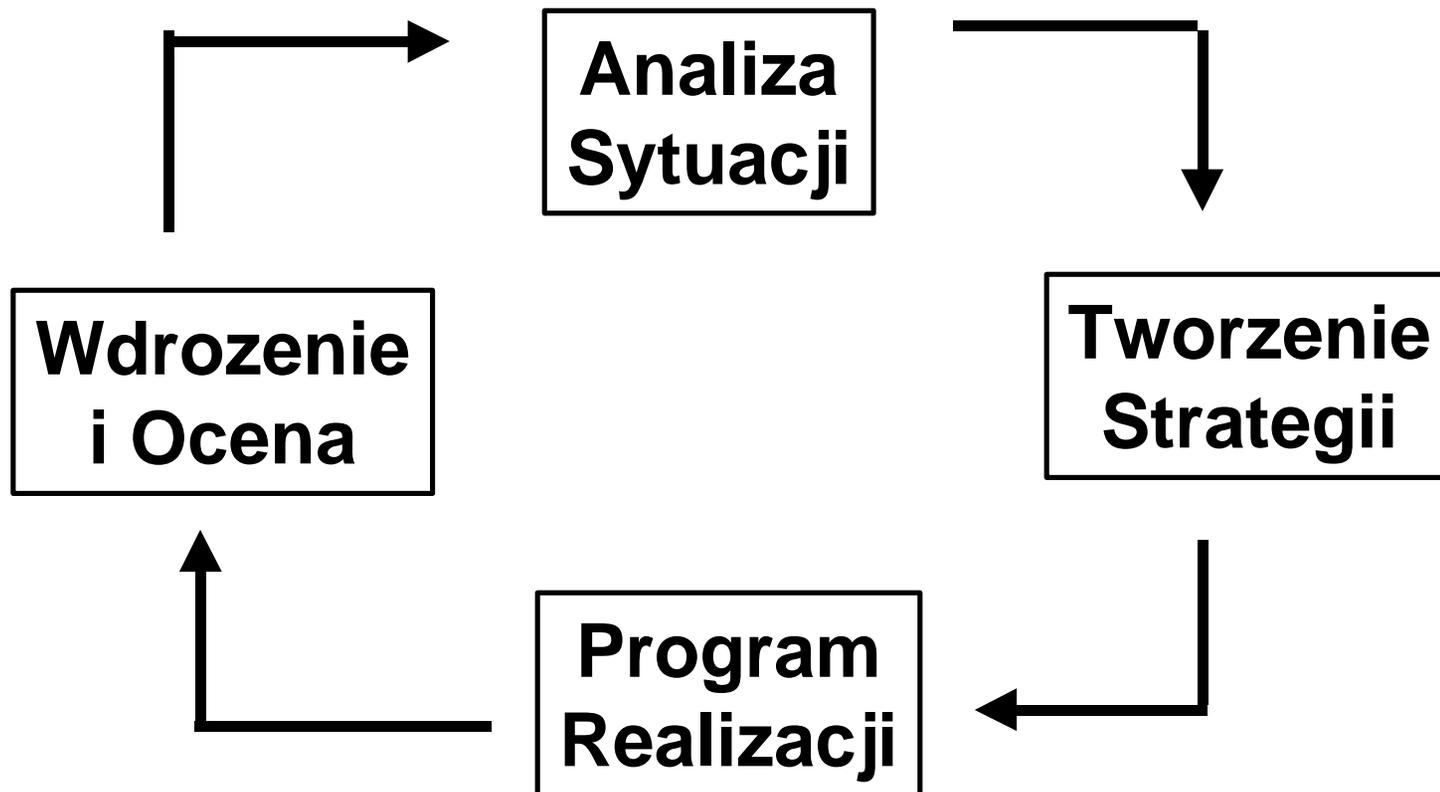
*Concept Source: "The Fifth Discipline," Peter M. Senge  
Massachusetts Institute of Technology (MIT)*

# Strategic Communication Planning Model



Source: Arnold & Truit,  
New York City, NY USA

# Model Strategii Komunikacyjnej



*Credit: Arnold & Truit,  
New York City, NY USA*

## **An Analysis of the Investment's Harmful Impacts on Citizens**

- research the impact on the human environment (social groups)
- identify these groups (citizens belonging to a particular neighborhood, consumers, store owners, etc.)
- identify the source of protest and investigate what is hindering the process

### **What we are doing:**

- talking about different possibilities with specific groups
- distributing “lollipops”, “buying” the opponents, convincing the leaders that supporting the investment lies in their individual interests (“something for something”, for example – offer attractive work when the investment is completed.)
- identify the group leaders and go through them to the rest of the group
- announce the situation (press, radio, local TV) using examples of positive solutions for similar problems in different cities (identifying the positive influence this type of investment has on economic development)
- use the authority of the church
- look for another solution (different location), although make sure the investor doesn't give up on our city.
- Look for additional arguments to increase the offer's attractiveness (something for kids - play ground or McDonalds, etc.)
- Referendum - under the condition that we see a chance for its success (the opponents are a smaller percentage)
- for small periods of time we cut municipal services (drastic and illegal)

# FINAL THOUGHTS

- ! A model “Agreement” between the consultant and client should be developed to clarify and define the expectations of both parties.
- ! Pilot Cities could receive an information package which contains a participation strategy for non-governmental organizations (NGOs): how they can support local governments and where they can play an important role.
- ! Try to convince mayors to introduce a communication strategy which will encourage the participation of the community: citizens, NGOs, government agencies, and anyone who wishes to take an active role in the development of the gmina.
- ! Gminas already use some form of communication, but they see the need to make changes. They need to develop an organized and systematic communication strategy and framework to monitor efforts and use resources more effectively.
- ! A communication strategy is linked to the budget process and economic development. A guide could be developed on how a communication strategy provides the foundation for all technical assistance modules developed in the Pilot LGPP program.
- ! We can communicate with TomToms, but who understands what is being said. A communication strategy can not just come from city hall, but must be developed openly and with input from different sources. It should emphasize the interrelation between institutions in the community. We have to take into account backgrounds, situations, and locations. We need to learn from others’ mistakes.

**ANNEX A**  
**LIST OF PARTICIPANTS**

## LIST OF PARTICIPANTS

	NAME	INSTITUTE	ADDRESS	TELEPHONE	FAX
1.	Adamczyk, Mirek Project Specialist	USAID	Al.Jerozolimskie 56c, 00-803 Warsaw	(0-22) 630 24 80 630 24 87	(0-22) 628 74 86
2.	Alison, Cathy Program Coordinator	Training Resources Group, Inc.	909 N.Washington Str. Suite 305 Alexandria, Va 22314	(703) 548 35 35	(703) 836 24 15
3	Borusiewicz, Rudolf Chairman of the Board	Public Service City Zone	Ul. Jagiellońska 33 33-300 Now S'cz	(0-18) 43 66 27 (0-18) 43 60 27	(0-18) 43 66 92 (0-18) 43 60 27
4.	Chmura, Krzysztof Program Advisor; Coordinator for Gliwice, Sandomierz, and Ostrów.	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 49 08	(0-22) 368 555
5.	Chetwynd, Eric Consultant	USAID	Al.Jerozolimskie 56c, 00-803 Warsaw	(0-22) 630 24 80 630 24 87	(0-22) 628 74 86
6.	Debich, Krzysztof Mayor of Kutno	City Hall (Kutno)	Pl. Piłsudskiego 18 99-300 Kutno	(0-24) 54 24 17 64 26 02 54 76 33	(0-24) 54 28 36
7.	Gadell, Becky Resident Advisor for Citizen Participation	Research Triangle Institute	# 47 6th.Septemvri Str... Sofia 1000	(359 2) 981 9190	(359 2) 981 9190
8.	Gajewski, Maciej Consultant; Coordinator for Szczecin.	Uniconsult s.c.	Ul. Rydygiera 8 01-793 Warsaw	(0-22) 669 39 53	(0-22) 669 39 53
9.	Grzymała, Katarzyna Program Coordinator LGPP	Municipal Development Agency	Al. Ujazdowskie19 00-557 Warsaw	(0-22) 628 28 90	(0-22) 622 54 95
10.	Jasinkiewicz, Marek Project Manager Assistant	Lem Project	Ul. Grodzka 1 31-006 Kraków	(0-12) 23 08 55 23 08 61	(0-12) 21 81 99
11.	Korybalski, Krzysztof Assistant	City Hall (Gliwice)	ul. Zwycięstwa 21 44-100 Gliwice	(0 32) 130 49 00	(032) 130 99 14
12.	Koźurno, Krzysztof Translator	Office of Translators and Interpreters	ul.Powstańców Cei. 6 43-300 Bielsko-Biała	(0-33) 282 71	(0-33) 214 87
13.	Krakowski, Stanisław Secretary of the City	City Hall (Ostrów Wlkp.)	Al. Powstańców Wielkopolskich 18 63-400 Ostów Wlkp	(0-62) 36 43 10	(0-62) 36 43 10
14.	Kraus, Dariusz Assistant to the Deputy- Mayor	City Hall (Bielsko-Biała)	Ul. Plac Ratuszowy 1 43-400 Bielsko-Biała	(0-33) 12 44 44	(0-33) 21 50 9
15	Krawczyk, Aleksandra Press Spokesman	City Hall (Kutno)	Pl. Piłsudskiego 18 99-300 Kutno	(0-24) 54 24 17 64 26 02 54 76 33	(0-24) 54 28 36
16.	Krawczyk, Jerzy Deputy Mayor of Bielsko- Biała	City Hall (Bielsko- Biała)	Ul. Plac Ratuszowy 1 43- 400 Bielsko-Biała	(0-33) 12 44 44	(0-33) 21 50 9
17.	Kruszyński, Mirosław Mayor of Ostrów	City Hall (Ostrów Wlkp.)	Al. Powstańców Wielkopolskich 18 63-400 Ostów Wlkp	(0-62) 36 43 10	(0-62) 36 43 10
18.	Kuter, Agnieszka Translator	Office of Translators and Interpreters	ul.Powstańców Cei. 6 43-300 Bielsko-Biała	(0-33) 282 71	(0-33) 214 87
19.	Kwiatkowski, Jacek Consultant	FISE	Ul. Zielona 15 90-601 Łódź	(0-42) 30 00 25	(0-42) 32 51 42

20.	Limanówka, Elżbieta Chairman of the Budget and Appeal Commission	City Hall (Ziêbice)	Ul. Przemys³owa10 57- 220 Ziêbice	(0-74) 191 951	(0-74) 191 212
21.	Mayer, Nina Project Specialist	USAID	Al.Jerozolimskie 56c, 00-803 Warsaw	(0-22) 630 24 80 630 24 87	(0-22) 628 74 86
22.	Mikelsons, Maris Program Coordinator	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 48 14	(0-22) 368 55
23.	Nowak, Ryszard Mayor of Ziêbice	City Hall (Ziêbice)	Ul. Przemys³owa10 57-220 Ziêbice	(0-74) 191 951	(0-74) 191 212
24.	Olszañski, Robert Consultant	Yes - Consensus	Podczaszyñskiego 31 m.9 01-866 Warsaw	(0-22) 34 50 43 66 33 770	(0-220 66 33 770
25.	Popiel, Piotr Assistant to the Mayor	City Hall (Gliwice)	ul. Zwyciêstwa 21 44-100 Gliwice	(0 32) 130 49 00	(032) 130 99 14
26.	Purdy, Bruce Chief of the Party Pilot LGPP	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 49 08	(0-22) 368 555
27.	Ruszczyk, Hanna Deputy Director; Coordinator for Kutno	CDC	Ul.Koszykowa 60/62 m.10 00-667 Warsaw	(0-22) 625 70 62 625 70 85	(0-22) 625 70 62 625 70 85
28.	Szczucki, Jan Consultant; Coordinator for Ziêbice and Bielsko-Bia³a.	Policy & Action Group	Ul.Pruszkowska 17 02-119 Warsaw	(0-22) 22 82 32	(0-22) 22 82 32
29.	Szkodny- Cio³ek, Dorota Research Specialist	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 49 08	(0-22) 368 555
30.	Szubert, Bogdan Director of the Strategic Studies Office	City Hall (Kutno)	Pl. Pi³sudskiego18 99-300 Kutno	(0-24) 54 24 17 54 26 02 54 76 33	(0-24) 54 28 36
31.	Œwi¹tek, £ukasz Program Assistant LGPP	Municipal Development Agency	Al. Ujazdowskie19 00-557 Warsaw	(0-22) 628 28 90	(0-22) 622 54 95
32.	Wiœniewska, Ewelina Office Manager	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 48 01	(0-22) 368 555
33.	Wójcik, Marek City Secretary	Public Service Citizen	UL. Jagielloñska 33 33-300 Nowy S¹cz.	(0-18) 43 66 27 (0-18) 43 60 27	(0-18) 43 66 27 43 60 27
34.	Zaretsky, Eric Research Assistant	Pilot LGPP	UL.Fort Wola 22 00-961 Warsaw	(0-22) 37 20 99 634 48 11	(0-22) 368 555

**ANNEX B**  
**QUESTIONNAIRE RESPONSES**

**“Consulting and communication” WORKSHOP (JUNE 11-13)**  
**Questionnaire Responses (questions 1-7)**

question #	2	3	4	5	6	7
Name	position/ workplace	motivation	expectations	most/least valuable	changes	utilization
Jan Szczucki	GWTL - Ziębice and Bielsko Bia <sup>3</sup> a	I was invited – also I treated it as an occasion for informal conversations and meetings.	I counted on an analysis of typical mistakes committed on both side in consulting.	Consulting - was sometimes interesting, although it became to “sugar coated” - only the good side was mentioned.	I would change the consulting section to presentations by consultants and gminas not participating in the Pilot LGPP (difficult and useless experiences).	I don't know
Elżbieta Limanówka	Chairperson of the Budget and Appeal Commission	I was sent (with pleasure).	I didn't know much about the topics of the workshop.	Both parts of the workshop were valuable.	I wouldn't change anything.	I can use such information on a daily basis - these types of problems arise.
Ryszard Nowak	Mayor - Ziębice	To become acquainted with experiences of other gminas.	negotiation methods in cases of sever conflict	Kathy gave a very interesting presentation (questionnaires).	have two 2-day workshops (1 night) -- start at 12:00 and end the following day in the afternoon -- maximize the Gmina presentations	-we are already using this information in the resolution of a strike
Maciej Gajewski	GWTL, uniconsult	interesting topics	an in-depth discussion on cooperation between “client and consultant”	different types of approaches to consulting – it will be useful in my work	only one topic per workshop	I will try to take into consideration different approaches while planning advisory work.
Łukasz	Assistant for coordinating the LGPP program	I was sent to obtain experience in organizing and leading these types of workshops.	expectations were discovered during the workshop	both were interesting (the first section was more interesting for me)	-----	improving communication in our office
Aleksandra Krawczyk	Press spokeswoman	I was sent by the Mayor.	I thought more gminas would take part in the workshop - I counted on a wider exchange of experience.	-communication part was more interesting -the least valuable for me was the section on consulting	The workshop should be devoted exclusively to communication - its a very important topic that is not fully appreciated in Polish Gminas.	We have to develop a communication strategy in Kutno - some information from the workshop will certainly be useful in this endeavor.
Rudolf Borusiewicz	PSCZ- Nowy S <sup>1</sup> cz	-gain valuable new experience -the zone is part of the Pilot program	-to become acquainted with theories in this area -other peoples' experiences	both topics were interesting	-----	in the creation and implementation of an “administrative district”

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Name</b>	<b>position/ workplace</b>	<b>motivation</b>	<b>expectations</b>	<b>most/least valuable</b>	<b>changes</b>	<b>utilization</b>
Szubert Bogus <sup>3</sup> aw	Director of the Strategic Studies Office	-I was sent by the Mayor -the workshop topics were very interesting	I expected to be convinced of the importance of communication in local governments.	the section on communication was more valuable to me	both sections were important	While working with consultants I will pay attention to “mutual expectations”.
Robert Olszański	consultant	I lead part of the workshop	I didn't have any expectations	I was only present during the first section - I rated it highly.	-----	the information is useful for all gminas and consultants working for them
Stanis <sup>3</sup> aw Krakowski	City Secretary	possibility to verify and organize my own knowledge and experience	My expectations were in agreement with the workshop's implementation	Both sections were valuable	no changes	I plan to utilize certain elements in regards to existing cooperation with consultants and communication
Marek Jasinkiewicz	Project Assistant Manager TRI/LEM project	I got an invitation as a consultant panelist	Exchange of experience/discussions/gminas expectations/reactions and opinions expressed by Gmina representatives	both	1 <sup>st</sup> consulting - what doesn't work 2 <sup>nd</sup> communication - why that's impossible	implement and evaluate results

**“Consulting and communication” WORKSHOP (JUNE 11-13)**  
**Questionnaire Responses (questions 8-12)**

question #	8	9	10	11	12
Name	relevance of topics	changes in wksp. topics	scale	future topic	comments
Jan Szczucki	yes, but I didn't find out new things.	The topics were interesting, although they were presented too formally.	7	How to sensibly implement a foreign aid program for Polish gminas?	It's difficult to get honest opinions (critical) from this type of workshop. In order to change this situation it would be advisable to discuss examples from other programs or try to create an informal and open atmosphere.
Elżbieta Limanówka	yes	Use of translators should be improved – translations in different areas of the room made concentration difficult.	9	All topics connected to the functioning of gminas, especially relating to finance.	Where a workshop takes place is very important.
Ryszard Nowak	yes	Expansion of the technical side of negotiation; how to resolve severe conflicts.	9	In all phases of the implementation of the LGPP – financing investments, waste management.	-integrating party was a great idea -hotel meals could have been smaller -invited guests had much knowledge (not only theoretical, but also practical)
Maciej Gajewski	I think the topics were useful.	more time devoted to analyzing specific examples	8	project management	----- -
Łukasz	yes	expand section I	10+	-----	-----
Aleksandra Krawczyk	-the second section was relevant to my needs, although I felt too few examples were given (only Gliwice). - how can we develop a strategy?	We have knowledge – but our knowledge needs to be systematized and supported with Gmina examples.	8	a program should be developed for all local governments based on the experience gained in the Pilot LGPP – such a program could be developed in a workshop	Every Gmina in Poland has many problems which they solve by themselves – it's a waste of time and money for us not to share with one another our experiences. It would be helpful to create a sort of “Data Base” regarding certain issues gminas deal with (waste water treatment, water supply, etc.).

Rudolf Borusiewicz	yes	not much	7	bringing knowledge about local governments, democracy, & administrative units to children and youth	there is a need for activities regarding the creation and functioning of Zones and administrative districts
Szubert Bogus <sup>3</sup> aw	yes	a concentration on specific situations occurring between consultants and gminas (including humorous stories)	8	how to talk with foreign investors, directing social groups	-a little lacking on the technical side – how to create an information strategy -Bruce Purdy is a very joyful person -translations in 2 places for a small group of Americans bothered me
Robert Olszański	yes	-----	8	-----	-----
Stanis <sup>3</sup> aw Krakowski	yes	no changes	9	the art of negotiating (presenting experiences)	-----
Marek Jasinkiewicz	Yes - almost	1 <sup>st</sup> after classification of consultant types - a case study previously prepared for this workshop on relations between client and consultant 2 <sup>nd</sup> communication - Polish case study discussion	6	current and future plans/ homework for Gmina participants prior to the workshop	organization OK, location OK, atmosphere OK I think more ordinary Gmina officers participating in the workshop can add spice to discussions – too many mayors for my taste.

**ANNEX C**  
**WORKSHOP INVITATION**

# Pilot Local Government Partnership Program (LGPP)

sponsored by the United States Agency for  
International Development

ul. Fort Wola 22, 00-961 Warszawa; tel.: (22) 37 20 99, 36 14 47, fax: 36 85 55;  
email: sanders@elektron.pl

---

---

Warsaw - May 20, 1997.

We are pleased to invite you to participate in a workshop organized by the Pilot LGPP under sponsorship of USAID. The workshop will be held in:

## **Zakopane, June 11-13, 1997.**

Although local governments in Poland have not traditionally utilized consulting services in the past, this type of service is slowly gaining support. Some cities have utilized this type of consulting through aid programs which have supplied consulting services. No mechanisms have developed in gminas to effectively utilize consulting services (unlike that which developed in the business world). Many cities still do not attach importance to consulting and do not understand its true value. Receiving consulting services at no charge has, in some ways, caused a lack of appreciation for its effects and results. One of the topics of our workshop will be the effects of consulting and the gminas' experiences in working with consultants.

One of the least appreciated areas of consulting, and one which is very important for the proper functioning of the local community, is public participation and communication. Frequently, citizen communication is understood as a one-way transfer of information. In many cases, this resulted from a lack of knowledge about effective methods for allowing citizens to participate in government affairs. More and more local governments see the need to develop a system of communication which will enable active citizen participation. The second part of the conference will be devoted to this topic; experts will share with us their experience and knowledge of "awakening" local participation.

We would like to ask you to complete and return the enclosed registration form by the end of May – it will help us in the organization of this workshop. After receiving your completed registration forms we will send you more detailed information.

Questions regarding organizational issues should be directed to Ewelina Wisniewska, and those on workshop content can be directed to Maris Mikelsons or Krzysztof Chmura at the Pilot LGPP management office in Warsaw.

We welcome your participation.

Maris Mikelsons  
Program Coordinator

Krzysztof Chmura  
Program Advisor