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Central and Eastern Europe Local Government and Housing Privatization

Prepared for the Office of Housing and Urban Programs
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ICMA
Consortium Report

Consortium Members

International City/County Management Association
Urban Institute
Urban Land Institute
National League of Cities

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**RECOMMENDATIONS TO USAID FOR A
TECHNICAL ASSISTANCE AND TRAINING PROGRAM
TO SUPPORT LOCAL GOVERNMENT REFORM
IN ROMANIA**

DECEMBER 1993

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**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
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ABSTRACT

This report presents the International City/County Management Association's (ICMA) proposed short-medium term program for technical assistance and training for local governments in Romania, and particularly the cities of Brasov, Constanta and Craiova. ICMA developed these recommendations based on field visits to Bucharest and the three cities in June and July 1993. The objectives of the proposed program are to further local governmental reform and decentralization of responsibility and to improve the capabilities of local governments in Romania. The program is designed to produce prototype training modules and pilot projects in the three cities that can be replicated, subject to the availability of funding, in other cities in Romania.

EXECUTIVE SUMMARY

Romania is in a transition period from a highly centralized, command-oriented government structure under which the central government controlled most financial resources and determined in great detail how public funds were spent to a more decentralized, intergovernmental system under which local governments will have more authority to make decisions, raise money and allocate resources.

USAID/Bucharest, under its program of assistance to local governments, seeks to assist in this process of reform by encouraging and supporting efforts to devolve responsibility, authority and financial resources to local governments.

In support of USAID/Bucharest's program of assistance, the International City/County Management Association (ICMA) in June and July 1993 carried out a project of practitioner-oriented, short-term technical assistance for local government officials in Brasov, Constanta and Craiova combined with policy discussions at the national level with national government officials and representatives of international donor agencies. This work was funded under ICMA's Local Government and Housing Privatization Contract with USAID.

As a result of the project, the ICMA team was able to obtain a general understanding of the range of problems and issues faced by local officials and, at the same time, to provide the officials with information and advice on how they might begin to cope with them. The ICMA project team found both local and national government officials eager to obtain continuing support and technical assistance for improving local government.

This report presents ICMA's proposed short-medium term program for technical assistance and training for local governments in Romania, particularly the cities of Brasov, Constanta and Craiova. Three types of assistance are proposed: (1) legal and policy assistance at the national level to help shape the process of reform of the intergovernmental system, (2) short-term training to mayors and managers to improve their management and technical skills, and (3) specific technical assistance projects and demonstrations that could be replicated throughout Romania. The projects and demonstrations are designed to improve the capacity of local government to deliver services, allocate financial resources and carry out local government responsibilities efficiently and effectively. The proposed program is outlined in Appendix A.

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I. INTRODUCTION

In June and July 1993, the International City/County Management Association (ICMA) carried out a project of practitioner-oriented, short-term technical assistance for local government officials in Romania. The project was funded under ICMA's Local Government and Housing Privatization Contract.

An ICMA team spent two weeks in each city working on different issues. In Brasov, the focus of the work was urban planning; in Constanta, it was municipal finance; and in Craiova, it was infrastructure financing. The team also held discussions on municipal issues with Government of Romania (GOR) officials and representatives of international donor agencies. The technical assistance work is described in a companion report entitled *Report on Technical Assistance Provided to Romanian Cities*.

The purposes of the project were to provide "hands-on" assistance to selected Romanian cities in order to improve their service delivery and city management capabilities within the framework of existing legislation, and to disseminate the results of the assistance provided to other cities through the Romanian Federation of Municipalities. The project supports USAID/Bucharest's sectoral objective under its program assistance of encouraging and supporting efforts to devolve responsibility, authority and financial resources to local governments.

As a result of the project, the ICMA team was able to obtain a general understanding of the range of problems and issues faced by local officials and to provide the officials with information and advice on how they might begin to cope with them. The project team found officials eager to obtain continuing support and technical assistance.

Romania is in a transition period from a highly centralized, command-oriented government structure under which the central government controlled most financial resources and determined in great detail how public funds were spent to a more decentralized, intergovernmental system under which local governments will have more authority to make decisions, raise funds and allocate resources.

The principal institutions of local government in Romania are: cities (orase) and towns (comune) and counties (judete). Public enterprises (regii autonome) are semi-autonomous companies which provide public services and are under the supervision of city or county governments. Cities and towns have limited powers and relatively small staffs. The 41 county governments oversee the delivery of countywide services and are responsible for developing countywide proposals for the allocation of funds for public services and capital investments.

Local governments are currently dependent on national financial resources, and national laws and regulations impose significant financial, regulatory and procedural constraints on local governments. While there are opportunities to improve how local government functions under the current legal and financial framework, reform of national laws and regulations is essential to the development of a more effective system of local government. At the same time, local officials and managers lack the experience and managerial skills that will be needed for local

government to take on new responsibilities, manage and allocate financial resources and improve service delivery systems.

This report presents ICMA's recommendations for a short-medium term follow-on technical assistance and training program to support local government reform in Romania. It is based on findings and recommendations from the field work presented in a separate report to USAID.

II. SUMMARY OF TECHNICAL ASSISTANCE AND TRAINING PROGRAM

An effective program to support devolution of responsibility, authority and resources to the local level needs to be focused on both legal and policy reform at the national level and training and technical assistance at the municipal level. Work at the national level will help to establish the legal and institutional framework under which local government can play a more independent and creative governance role; work at the municipal level will help to increase the capacity of local government to carry out its increased responsibilities and deal effectively with local problems.

At the national level, ICMA, working with the Federation of Municipalities, proposes to provide commentary and policy advice on pending legislation and regulations affecting local government. Concurrently, at the local level, ICMA proposes to provide follow-on assistance to the cities of Brasov, Craiova and Constanta. The assistance will take two forms: joint training for representatives from all three cities and specific help in various technical areas for each locality. The latter will take the form of demonstration projects that, if successful, will be replicated, subject to the availability of funding, in the other two cities and other places in Romania.

The proposed program is designed to begin immediately. Most projects will be implemented over a period of six months, though some more complete ones will require up to one year. Because it is designed to produce prototype training modules and pilot projects, as resources become available, assistance can be expanded to other cities.

III. NATIONAL-LEVEL PROGRAM

A. Legal Assistance Project

The framework of enabling legislation for cities and judets is being reconsidered by the GOR, and new draft legislation on "Local Government Finance" and "Patrimony" will be considered by Parliament this fall. Representatives of the Ministries of Urban Planning and Local Government Administration and the Federation of Municipalities solicited help from ICMA to critique this legislation.

The objective of this project will be to provide legal and policy technical assistance in the form of advice and comments on draft laws related to municipal governance and finance to various ministries and government agencies, the Federation of Municipalities and the Association of Judet Council Presidents. The assistance will include advice and comments on draft laws and alternative approaches, arrangements and requirements for devolving greater legal and financial

authority to local government. It is anticipated that once laws are enacted, ICMA will provide continuing assistance to the national government on the development of implementing policies, regulations and procedures.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

- (1) Collect and translate current and proposed municipal laws.
- (2) Review and prepare comments on proposed laws.
- (3) Discuss proposed laws and comments with representatives of the GOR, USAID, the Federation of Municipalities and the Association of Judet Council Presidents.
- (4) Continue discussion and review of proposed laws with GOR officials as proposed laws proceed through Parliament.
- (5) Assist GOR officials in the preparation of implementing policies, regulations and procedures.

The legal assistance project will begin immediately and the expected time frame for its completion is approximately six months. Tasks 1 through 3 will be completed within two months. The level of effort for a Legal Policy Specialist will be 40 days.

B. Continuing Policy Coordination with GOR Officials and Donor Agencies

There will be a need to coordinate ICMA's local government work in Romania with national government officials to solicit their views, keep them informed of program accomplishments and findings and coordinate assistance programs with other donor agencies providing municipal assistance, to take advantage of opportunities to coordinate and leverage their resources. Coordination with proposed World Bank and EBRD loans for infrastructure, EC phare training programs and IESC's local government activities appear to be particularly promising.

The objectives of this project will be to promote the transfer of authority and responsibility to local governments through changes in national laws, regulations and procedures, and to identify and make use of other financial resources for local government training and technical assistance.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

- (1) Meet periodically with GOR officials to discuss municipal assistance issues.
- (2) Meet periodically with donor agency officials (e.g., World Bank, EBRD, European Community and bi-lateral donors) to discuss municipal assistance issues and programs and to develop coordinated approaches.
- (3) Work with other donor agencies to design and implement jointly supported projects.

(4) Meet periodically with donor grantees and contractors to discuss municipal assistance issues and programs.

Policy coordination would be carried out in parallel with USAID's technical assistance program. It would begin immediately and continue over the term of the program. The level of effort for the Team Leader and various ICMA technical specialists will be 15 days.

IV. MUNICIPAL-LEVEL PROGRAM

A. Multi-City Assistance

The work undertaken in the preliminary assessment by ICMA identified a need for local government training in critical management, planning and evaluation skills.

ICMA proposes to conduct four one- to two-day workshops for senior management staffs in city governments, the judets and the regii autonome in Brasov, Constanta and Craiova (plus perhaps one or two additional cities). These workshops are intended not only to train officials in useful skills but also to foster linkages and relationships among different units of local government and among officials from different cities.

The four workshops might cover such topics as: (1) strategic planning and priority setting, (2) use of computers in local government, (3) program monitoring and evaluation, and (4) review of common local government problems and opportunities. They might be cosponsored with the Federation of Municipalities and the Association of Judet Council Presidents.

The workshops will begin in October/December and will be scheduled based on the advice of the Federation of Municipalities and the Association of Judet Council Presidents. Upon completion of the series, ICMA will evaluate the usefulness and effectiveness of the training provided and propose follow-up technical assistance to help the cities implement the concepts presented in the workshops.

If the workshops prove effective, funding will be sought to replicate the workshops for officials from other cities. Additional workshops may be developed to disseminate the results of the city demonstration projects to officials in other cities.

1. Strategic Planning and Priority Setting Training Project

Staff of cities, judets and regii are faced with severe budget constraints and issues of resource allocation. They have very limited experience, however, in examining and analyzing policy and financial options and preparing strategic plans. This project will provide a two-day workshop in strategic planning and policy analysis.

The objective of this project will be to expose 20 to 25 senior local government officials and GOR representatives to the principles of strategic planning and policy analysis. A secondary objective will be to facilitate the exchange of views and experiences among officials in different

local government agencies and cities. If the workshop is successful, it could be made available to officials in other cities.

2. Use of Computers in Local Government Training Project

Romanian cities are beginning to purchase computers; ICMA, however, found in its site visits that officials have not given much thought to how to make effective use of computers or how to go about developing computer-based data and management information systems.

The objective of this project will be to conduct a one-day workshop for 15 to 20 senior city officials and managers in local government applications of computer technology and in the major policy and cost issues involved in developing a computer systems design. This activity will be followed up with a computer system design project in Brasov (see item 2 below) and later in Constanta and Craiova.

3. Program Monitoring and Evaluation Training Project

Because of the lack of responsibility for revenue generation and program evaluation, Romanian cities historically have given little attention to monitoring and evaluating the effectiveness of programs, services and regii operations. With the devolution of more authority to local government, there is a need for local officials to develop skills in program monitoring and evaluation in order to encourage more cost effective allocation of local government resources.

The objective of this project will be to conduct a two-day workshop for 20 to 30 city officials and managers and GOR representatives to expose them to the rationale for program monitoring and evaluation and to how to design and implement such an oversight system.

4. Common Problems and Leadership Opportunities Training Project

Local governments in Romania face many similar problems and challenges. These include the lack of: financial and technical resources; legal authority to generate and control resources; authority to adopt innovative and creative solutions to problems; adequate management and information systems, and effective mechanisms to involve citizens in decision making. Local government officials and managers are in the process of rethinking their roles and what kinds of services should be provided by local government.

There is a need for local officials to share experiences and views about their vision of the potential role of local government, and about the leadership opportunities that exist for mayors and other key local government officials to play a more effective role in improving the management and effectiveness of local government.

The objective of this project will be to conduct a two-day workshop for 15 to 20 city officials and managers and GOR officials to identify and discuss the local government issues and problems that are of greatest concern to them.

ICMA proposes to USAID that the principal tasks necessary to carry out each of the four training projects described above include:

- (1) Develop a concept paper, curriculum outline, budget and implementation plan for the workshop. Review concept paper with Federation of Municipalities.
- (2) Select the workshop site, date for the workshop and facility for the training. Notify officials in the three cities, obtain their concurrence in the plans and request nominees for the workshop.
- (3) Prepare the curriculum and training materials.
- (4) Identify trainers and interpreters, and obtain translations of the training materials.
- (5) Conduct the workshop.
- (6) Evaluate the workshop, and revise the curriculum accordingly.
- (7) Identify follow-on activities to assist participating officials address the issues covered in the workshop.
- (8) Develop a funding and implementation plan for replication of the workshop for officials in other cities.

The time frame for completing the four workshops is approximately six to nine months. Task 1 and 2 for each project will begin immediately and will be completed in approximately two months. The level of effort for the Trainer/Specialist for each workshop will be 10 days or a total of 40 days for the four workshops.

B. Specific Assistance: City of Brasov

1. Owner-Occupant Building Associations Project

Until the revolution, housing was largely publicly owned and managed, though associations of tenants were responsible for handling routine maintenance of buildings. Now that the housing stock has been largely privatized and the new owners are responsible for taking care of the buildings in which their units are located, local government officials have become concerned about the financial and technical capability of the owner-occupant building associations to carry out their management and maintenance responsibilities.

Brasov is proposed as a demonstration site for development of a pilot program of assistance to building associations. The demonstration will have two objectives: (1) establishment of a city government capability to provide information and support services to building associations, and (2) development and testing of a training program for building association officials of owner-occupied buildings.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

- (1) Review national laws affecting privatized housing, and develop recommendations to support and facilitate private ownership and management of housing.
- (2) Meet with the Union of Building Associations, other housing groups and government officials to determine their views and concerns.
- (3) Identify policy issues, constraints and problems that need to be addressed by the project.
- (4) Design a demonstration project (including the preparation of a building association training program and manual) to: (a) train officials of building associations, and (b) set up a city-sponsored service to assist building associations. Obtain the endorsement of city officials for the design.
- (5) Provide training to trainers and to the Brasov official who will provide information and services to associations and who will conduct the pilot training for association officials.
- (6) Conduct a pilot workshop for building association officials. Based on the workshop, revise the curriculum and manual.
- (7) Assist the city in organizing and publicizing (including hiring and training a city staff person) a program to provide information and assist building associations.
- (8) Disseminate results in other cities in Romania.

The time frame for this project is approximately six months. Tasks 1 through 3 will begin immediately and will be completed within three months. The level of effort for a Condominium Development/Management Specialist will be 40 days.

2. Urban Development Planning in a Market-Context Project

Planning in Romania was highly centralized and governed by rigid standards and master plans. New developments were designed, financed and constructed by public companies. Urban planning laws are in the process of being revised to provide for more local authority in planning. There is a need to develop more flexible and market-oriented planning approaches and requirements to attract private investment.

The objective of this project is to demonstrate on a pilot basis how to design land use planning and development requirements in a market context. ICMA will assist city officials in developing a demonstration project to test out various land use plans and development controls and guidelines for regulating the development process and attracting and encouraging private investment in an area of the city. Such approaches would include creative zoning approaches and

techniques for negotiation bargaining. Based on the results of the demonstration, techniques will then be applied more broadly in the city.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

(1) Review market-oriented planning concepts, approaches and standards with city officials. Obtain agreement from the city on the basic approach.

(2) Plan and conduct a workshop in market-oriented planning approaches and practices.

(3) Prepare a concept paper for a planning project (including the identification of a demonstration area) for review and approval by the city.

(4) Assist the city in developing a detailed implementation plan, including special regulations, standards and procedures for the demonstration project.

(5) Assist the city in preparing public information and instructions for development of the demonstration area.

(6) Assist the city in implementing the demonstration and responding to technical planning issues on an ongoing basis.

(7) Prepare an assessment of the demonstration and its applicability to other parts of the city or to other cities.

The time frame for this project is approximately 12 to 18 months. Tasks 1 and 2 will begin immediately and will be completed in three to four months. The level of effort for an Urban Planner will be 40 days.

3. Computer Systems Design Project

Brasov has purchased several computers but is using them only in a limited way. Data on births, deaths, marriages, etc., are being computerized, but the city has not thought through how to optimize the value of its computers.

The objectives of this project will be to develop a general computer applications design for the city of Brasov. This design will: (1) identify the types of information and applications in which computerization appears appropriate and cost-effective, (2) rank the applications in terms of priority and a logical systems development process, (3) identify the principal data that should be computerized, (4) outline an approach and procedure for developing or obtaining appropriate software to create the applications identified, and (5) prepare a scope of work for an initial priority systems development project. The system will be used to support urban planning, budgeting and finance, more effective management and improved productivity.

ICMA proposes to USAID that the principal tasks necessary to develop this project include:

- (1) Assess the capabilities of the hardware purchased by the city.
- (2) Conduct preliminary discussions with key city and regii officials and judet representatives about their data and information needs.
- (3) Meet with managers of city functions and departments to determine the data they collect, identify their data and information needs and determine where redundancies exist.
- (4) Prepare a concept paper for a computer systems design. Obtain the comments of key officials on the design.
- (5) Prepare a systems design concept, including a description of uses of the computer. Order the uses in terms of their priority in terms of importance and a logical systems development process. List the principal data that should be computerized. Outline an approach and procedure for developing or obtaining appropriate software to develop the applications identified. And prepare a scope of work and level-of-effort estimate for an initial priority systems development project.
- (6) Provide follow-on assistance to the city in procurement and installation of the initial software.

The time frame for completing this project is approximately six months. Tasks 1 through 4 will begin immediately and will be completed in four months. The level of effort for a Computer Design Specialist will be 40 days.

C. Specific Assistance: City of Constanta

1. Project to Set Up a Central Purchasing System, Prepare Procurement Manual and Provide Training in Contracting and Procurement

Constanta has had limited experience in competitive bidding and procurement. Purchasing is carried out independently by different city offices. A centralized purchasing system and improved contracting and purchasing systems and procedures would increase competition and reduce the costs of procuring goods and services for the city.

The objective of this project is to provide technical assistance to the city finance office in setting up a centralized purchasing system, developing a manual and providing training on the procurement of goods and services, including competitive bidding.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

- (1) Review and evaluate the purchasing and contracting systems currently being used by the city.

(2) Develop alternative organizational arrangement options for purchasing and contracting, and outline contracting policies and procedures to improve competition and accountability. Obtain the comments of city officials.

(3) Recommend an organizational arrangement for purchasing and contracting and a plan for implementing new policies and procedures.

(4) Obtain the concurrence of the city in the organizational arrangement and plan.

(5) Assist the city in implementing the organization arrangement and plan.

The time frame for completing this project is approximately six months. Tasks 1 through 3 will begin immediately and will be implemented within three months. The level of effort for a Financial Specialist will be 10 days.

2. Improvement of Budgeting and Financial Reporting Project

Romanian cities have little independent control over the manner in which budgets are prepared, and budgets and reports are based on detailed instructions provided by the Ministry of Finance. While cities must operate within a prescribed framework, there are opportunities to improve budgeting practices, procedures and internal reporting.

The objective of this project will be to design and implement improvements to budgeting and reporting practices and presentations in Constanta. These improvements will take into consideration the framework of existing laws and requirements and will be incorporated into the fiscal year 1994 budget cycle. This objective will include developing a preliminary design for the computerization of data that are used to prepare the city's budget.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

(1) Review in detail recent city budgets and financial reports to the city staff, city council, judet and national government.

(2) Review in detail the data that are used to prepare and justify the city's annual budget, including information supplied by the regii. Review the budget and internal reporting formats and narratives.

(3) Discuss financial reporting requirements and financial data needs with the mayor and other key city and regii officials. Review options and approaches with them.

(4) Prepare a preliminary report with recommended improvements in content, format and presentation for the city budget and city financial reports. Outline a framework for establishing a computerized database for budget preparation and reporting.

(5) Review the report with local officials, and based on their comments prepare a final report on improving the city budget and financial reporting.

(6) Obtain the city's approval of the final report.

(7) Assist the city in implementing the recommendations, including development or identification of the computer software to implement the recommendations.

The time frame for completing this project is approximately six months. Tasks 1 through 3 will begin immediately and will be completed in three months. The level of effort for two Finance Specialists will be 30 days.

3. Computer Systems Design Project

See item 3 under "Specific Assistance: City of Brasov."

The time frame for completing this project is approximately nine months. Tasks 1 through 4 will begin in three months and will be completed in six months. The level of effort for a Computer Design Specialist will be 40 days.

D. Specific Assistance: City of Craiova

1. Water Conservation and Water Management Systems Improvement Project

In Craiova, water service is restricted for most of the population due to the lack of delivery capacity and to inefficient operations and practices. Conservation and improved management of the water delivery system appear to be the most cost-effective approaches to increasing the supply of water. The mayor and the water regia are interested in a water conservation and water management program. A preliminary assessment of the situation has been completed by ICMA. Craiova is proposed as the demonstration site for a water conservation and water management program.

The objective of this project is to reduce the wastage of water, improve the delivery and availability of water, improve management practices and enhance the operating efficiencies of the water system. A comprehensive water conservation and water management program will be designed and implemented to encourage the more efficient delivery of water and more careful use of water by all types of users. The program will include public education, improved management of water distribution, a reduction in wastage of water at wells and treatment plants, the development of a leak repair program and the introduction of water meters.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

(1) Determine actions taken by the city since June/July visit.

(2) Collect additional information on water usage and delivery systems and on the performance of the plant and equipment. Review program options/strategies and conservation information materials with city and regia staffs.

(3) City officials meeting with local community groups and organizations to inform them about the project and solicit their endorsements.

(4) Assist the City officials in developing a conservation and water management improvement strategy and implementation work plan (including a plan to monitor the changes in water usage by different user groups). City officials will obtain the endorsement of the city and regia. Consultants will help the City officials identify local institutions to help implement the work plan.

(5) Assist the City in preparing public information materials and conduct training programs for teachers, who will teach conservation principles to their students, and for local government officials.

(6) Implement the strategy and work plan.

(7) Monitor the impacts of the project.

(8) Disseminate the results in other cities in Romania.

The time frame for this project is approximately one year. Tasks 1 through 3 will begin immediately and will be completed within three months. The level of effort for an Infrastructure Specialist will be 40 days. The level of effort for a Finance Specialist will be 10 days.

2. Sewer and Wastewater Treatment Systems Improvement Project

In Craiova, the existing sewer and wastewater treatment facilities do not function at optimum efficiency, and wastewater is not adequately treated. Sewer backups are common, and there is no program to monitor and educate industry, a major cause of pollution. Craiova is proposed as the site of a demonstration project to improve the sewer and wastewater treatment systems. An assessment by ICMA of practices and procedures determined that there were opportunities to introduce management efficiencies, improve water treatment, educate industry and reduce health hazards.

The objective of this project will be to improve management practices and the operating efficiency of the sewer and wastewater treatment systems. The program will include implementation of low-cost improvements to the sewer system, development of an improved water treatment system through the use of a lagoon network, development of a wastewater quality monitoring program in association with the university and an education program for industries.

ICMA proposes to USAID that the principal tasks necessary to carry out this project include:

- (1) Determine actions taken by the city since June/July visit.
- (2) Collect additional information on the sewer and wastewater treatment systems, including a preliminary analysis of the revenues, expenditures and capital investment of the regia.
- (3) Review program options/strategies, information materials, etc., with city and regia staffs. Meet with university staff and other local technical resources.
- (4) Develop a strategy and implementation work plan to improve the sewer and wastewater systems and management practices. Obtain the endorsement of the city and regia. Establish relationships with other institutions to help implement the plan.
- (5) Meet with local business officials about developing an industrial education and monitoring program.
- (6) Implement the strategy and work plan, including a detailed assessment of the feasibility of a lagoon network.
- (7) Monitor the impact of the project.
- (8) Replicate the demonstration in other cities in Romania.

The time frame for this project is approximately one year. Tasks 1 through 3 will begin immediately and will be completed within three months. The level of effort for an Infrastructure Specialist will be 20 days. The level of effort for a Finance Specialist will be 10 days.

3. Computer Systems Design Project

See item 3 under "Specific Assistance: City of Brasov."

The time frame for completing this project is approximately nine months. Tasks 1 through 4 will begin in three months and will be completed in six months. The level of effort for a Computer Design Specialist will be 40 days.

APPENDIX A: OUTLINE OF PROPOSED PROJECTS AND LEVEL OF EFFORT

<u>Projects</u>	<u>Level of Effort</u>
I. National Level	
A. Legal Assistance Project	40
B. Continuing Policy Coordination with GOR Officials and Donor Agencies	<u>15</u>
Subtotal	55
 II. Municipal Level Program	
A. Multi City Assistance	40
B. City of Brasov	
1. Owner-Occupied Building Associations	40
2. Urban Planning in a Market Context	40
3. Computer Systems Design Project	40
C. City of Constanta	
1. Central Purchasing and Procurement	10
2. Improvement of Budget and Financial Reporting	30
3. Computer Systems Design	40
D. Craiova	
1. Water Conservation/Water Management	50
2. Sewer and Wastewater Treatment Improvement	30
3. Computer Systems Design	<u>40</u>
Subtotal	360
Total	415