

*PW-AR-293*

**United States Agency for International Development**

**GAS REGULATORY AND  
RESTRUCTURING ASSISTANCE  
IN ROMANIA**

Contract  
IQC No. LAG-I-00-98-00006-00  
Task Order No. 814

**Training Needs Assessment  
Update**

**October 2001**

**Nexant, Inc.**  
A Bechtel Affiliated Company

Prepared by  
Development Associates, Inc.



 **Nexant**

**23865-814-0026**

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## I.

### Introduction

Our project of assistance in Romania includes a program of formal seminars that are implemented by short-term specialists as part of their general technical assistance responsibilities. Training is relevant to the technical assistance program described under Sub-Task 2.1 of our Work Plan<sup>1</sup> ("Market Rules") in that our focus is to disseminate the lessons learned by our analysis and assistance with the development of Commercial and Technical Codes. It is also relevant to the other key focus areas of our project, namely: Public Participation (Sub-Task 2.2) and the Financial Sustainability of the New Gas Companies (Sub-Task 3.1). To the extent practicable, we have coordinated our efforts with the training program implemented by EU Phare's consultants.

In February 2001, field visits were conducted around Romania in order to assess the need for training by our counterparts. (Sub-Task 2.3.1). This document, which is prepared in partial fulfillment of task 3.4.1 of our Work Plan, updates that needs assessment and enables us to modify our training program for the period September 2001-September 2002 to reflect the following objectives<sup>2</sup>:

- 1) A study tour to appropriate counterparts outside Romania to help the functioning of the competitive gas market. ANRGN, the Gas Companies, the Gas Dispatcher and the Market Operator will be the beneficiaries of this program.
- 2) A program of disseminating the new rules to other market participants, including operators of low-pressure gas grids (local distributors), operators of storage depots, gas traders, gas producers and importers/transporters throughout Romania.

This document contains three sections:

- 1) A memorandum proposing a training program for the 2<sup>nd</sup> year of our project's activities.
- 2) A proposed training schedule for the period September 2001-September 2002.
- 3) The outline of a proposed study tour.

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<sup>1</sup> 1<sup>st</sup> Revision dated August 15, 2001.

<sup>2</sup> See the preamble to Sub-Task 3.4, "Training and Dissemination of Market Rules."

## MEMORANDUM

**TO:** Robert Borgstrom  
Project Manager, Nexant Incorporated

**FROM:** Sue Rollins  
Senior Program Officer, Development Associates, Inc.

**SUBJECT:** Proposed Training Plan for Year Two  
Gas Regulatory and Restructuring Assistance in Romania  
LAG-I-00-98-00006-00, Task Order No. 814

**DATE:** September 21, 2001

As a result of our discussions during my recent trip to Bucharest as well as my interviews with ANRGN staff (as detailed in my trip report), I recommend the following strategies for maximizing the impact of training – and thereby the achievement of overall project goals – during the second year of the Gas Regulatory and Restructuring Assistance project in Romania.

➤ *Structure training so that it complements and supports the technical assistance agenda.*

I recommend that all training activities be designed to address directly one of four key project focus areas (as distilled from the current project work plan): (1) development and implementation of the commercial code, (2) development and implementation of the technical code, (3) design and implementation of public participation strategies, and (4) financial sustainability of the natural gas industry. “Issues of the Month” In-House Conferences, for example, will provide a forum for advancing the technical assistance agenda at which ANRGN and technical consultants can report back and discuss progress on project deliverables. Likewise, periodic “Key Issues Seminars”, to be arranged in different regions of the country for both ANRGN staff and gas industry participants, will address such as issues as regulatory law and market rules.

➤ *Keep training above the political fray by maintaining focus on project goals.*

In order to ensure that the project does not become caught up in the continuing uncertain political climate in Romania, it is essential that training events be as inclusive as possible and that training objectives set for each activity be specific, concrete and realistic. For the planned U.S. Study Tour (see attachment for a more detailed discussion), the criteria for selecting participants must be stringent, objective, and directly related to project goals to avoid any perception of favoritism or political expediency.

➤ *Structure training to provide continuity and to build upon previous efforts.*

In order to be successful, the training agenda cannot consist merely of a number of isolated events, but rather must be a series of carefully conceived, targeted and interrelated activities which contributes to the sustainability of the project's efforts. An example of this strategy is the planned approach to the U.S. Study Tour. Not an isolated activity, it will be preceded by a preparatory "Key Issues" Seminar during which participants' obligations and study assignments will be discussed in detail. After the Study Tour, the delegation will be expected to present findings and recommendations in their areas of expertise to colleagues at a "Key Issues" follow-up seminar. The Study Tour will also provide an opportunity for participants to receive feedback on ongoing efforts such as drafts of the commercial and technical codes.

Attachments:

Year 2 Proposed Training Schedule  
U.S. Study Tour  
Draft Models of Evaluation Forms

**Gas Regulatory and Restructuring Assistance in Romania  
Year 2 Proposed Training Schedule**

(Subject to USAID approvals)



*Development Associates, Inc.*

DATE	ACTIVITY
27 & 28 Sept. 2001	Joint USAID/EU Phare Conference: Transition Issues (Poiana Brasov)
Oct. 2001	Issues of the Month In-House Conference: Technical Code
Nov. 2001	Issues of the Month: Market Operator
3 – 5 Dec. 2001	Regional Energy Regulatory Program/NARUC (Sofia, Bulgaria)
Dec. 2001	Issues of the Month: to be determined
Jan. 2002	Key Issues Seminar: Regulatory Law Issues/Market Rules  Preparatory Seminar for Study Tour Participants
Feb. 2002	U.S. Study Tour (2 weeks)  Issues of the Month: to be determined
March 2002	Issues of the Month: to be determined
April 2002	Key Issues Seminar: Study Tour Follow-up/Reports from the Delegation  Issues of the Month: to be determined
25 & 26 April 2002	Energy Regulators Regional Association Conference (Budapest, Hungary)
3 <sup>rd</sup> Q 2002	Regional Meetings to be identified  Issues of the Month Conferences: to be determined  Final Seminar

## U.S. STUDY TOUR

**Date:** February 2002

**Beneficiaries:** ANRGN & the gas companies, with at least one representative selected from each entity

**Overall Goal:** To acquaint regulatory and industry representatives with a different natural gas industry and regulatory model with an eye towards selective application to Romania's own evolving gas industry framework.

### **Objectives:**

1. To enable participants to gather information on and think critically about issues pertaining to the 4 key project focus areas: *development and implementation of the commercial code; development and implementation of the technical code; design and implementation of public participation strategies; and financial sustainability of the natural gas industry in Romania.*
2. To provide opportunities for participants to form potentially useful linkages with U.S. counterparts.

### **Approach:**

Visits will be arranged primarily in the Washington, D.C. area and will address the 4 key project focus areas. Participants will meet with the entire spectrum of players in the U.S. natural gas industry – from the Federal Energy Regulatory Commission to state commissions to gas companies. They will be able to observe how these entities function in relation to one another as well as how challenging issues in the industry are addressed at these different levels. Emphasis will be on the evolution of current laws, policies and practices so that the group may benefit from insight into the U.S. natural gas industry's "lessons learned". Participants will also have the opportunity to receive advice and feedback on the drafts of the commercial and technical codes.

### **Selection Criteria:**

- Be knowledgeable about and actively working in one of the 4 key project focus areas
- Ability to comply with participation requirements (next page)
- Basic ability to read and understand English
- Good health

**Participation Requirements:**

- Attend a preparatory seminar scheduled for January 2002 in Bucharest
- Actively participate in the study tour by taking the lead in asking questions in each participant's area of expertise (key focus area) during visits and leading group discussions afterwards to assist the group in processing new information
- Make a presentation in each participant's area of expertise, consisting of a discussion of findings as well as specific recommendations, at a study tour follow-up seminar scheduled for April 2002