## **USAID/Romania**

# **Operational Plan**

**FY 2006** 

June 13, 2006

## **Please Note:**

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from: USAID Development Experience Clearinghouse 8403 Colesville Road, Suite 210 Silver Spring, MD 20910 Telephone: (301) 562-0641

Fax: (301) 588-7787

Email: docorder@dec.cdie.org Internet: http://www.dec.org

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**Program Performance Summary FY 2005:** Romania, the largest country in Southeast Europe, with its large, well-educated population and substantial natural resources, is at the heart of America's foreign policy goals in Central and Eastern Europe. It has the potential to become a political and economic model in this region. The U.S. is now Romania's fifth largest foreign investor. Romania has welcomed U.S. help in developing its economy and strengthening its democracy and the rule of law. Unfortunately, while the pace of economic growth has been commendable in the past six years, almost a decade was lost after the 1989 revolution, as political elites pursued an erratic reform process. Progress in democracy stalled in the late 1990s, after an encouraging start in the early nineties, but there has been some hesitant progress this year under the new administration elected in December 2004. Fresh opportunities for reform have not been seized aggressively by the new government and accession to the European Union in January 2007 is far from certain and still sill awaits further assessment in the spring of 2006.

## Challenges and Achievements in Democratic Reform:

President Basescu faces significant challenges to further his agenda, which includes attaining EU membership, combating corruption, reforming the judiciary, improving governance, fostering social cohesion, and developing a sense of civic pride among citizens. USAID launched a program to support the Office of the President in July 2005, and has provided technical assistance and training to the president's staff. Together with the United Nations Development Program (UNDP), we funded a conference on strategic planning and conducted a needs assessment of the institution. So far, our advisor's helped the reorganize the Presidency, create the position of Chief of Staff, and improve their internal and external communication.

In FY 2005, USAID completed its judicial ethics program. The Superior Council of Magistrates (SCM) approved a revised code of ethics for magistrates and the first-ever code of ethics for court staff, drafted with the help of our advisors. The National School of Clerks trained 212 clerks. Our assistance also funded ethics training for an additional 100 judges, raising the total number of judges trained to 300. Our advisors help the SCM implement the 2005-2007 Judicial Reform Strategy. This component of the rule of law program is coordinated closely with the EU and the World Bank

As most of Romania's political actors concentrated on the national elections, we expanded our program to increase interaction between local civic groups and political party representatives during the pre-electoral, Election Day and post-election periods. Eighteen party branches received training in managing electoral campaigns, developing coalitions, preparing candidate lists, and using polling data and research. Our assistance helped 45 candidates and five parties develop platforms that reflected the interests of both party members and constituents. USAID helped train 30 campaign managers and 36 women political leaders representing all major political parties. Following the elections, we worked with 16 local party branches to improve their communication strategies and to strengthen their constituent offices.

USAID helped NGOs identify community issues, build organizational capacity to conduct programs that address those issues, plan civic action campaigns develop and implement campaign activities and monitor national elections. Many civic partners progressed, with our assistance, to the point of implementing civic action campaigns, hold elected officials accountable, and educate citizens and political leaders. In FY2005, USAID support helped 16 NGOs improve their financial and organizational sustainability, strategic planning, and advocacy.

The 2004 parliamentary and presidential elections provided a unique opportunity to expand our assistance to fund a major grassroots "Vote Smart!" campaign that linked NGOs into networks, informed constituents about issues at stake, and encouraged them to get involved. Funding helped to advise young and first time voters, engage candidates and local officials, and involve citizens in political and election processes.

USAID sponsored an interactive play that informed over 2000 young people about the causes, consequences, and dangers of human trafficking and mobilized local communities to protect their vulnerable members and take preventive action to fight these threats. Our assistance also supported the

production of an educational video on building character to promote values among youth. Thirteen episodes have been broadcast through satellite and TV stations and support educational activities in schools.

As we continue to plan for the phase out of USAID assistance and establish our legacy in the democracy sector, we have targeted our local government assistance in niche areas where USAID can maximize our sustainable impact. The GRASP program, a broad local governance/civil society program, was closed down during the first quarter of FY2005. The Mission funded a nine-month a nine-month program to assist five cities with municipal finance, citizen information and participation, and traffic congestion. The U.S. City Manager model was presented in two pilot municipalities and public administration legislation was amended to create such a position in Romania. USAID supported nine local government associations, composed of elected and appointed officials, to create and disseminate good governance practices.

The new Cabinet began revising key laws affecting the organization and function of local governments in the summer of 2005. For the first time, the GOR consulted with local government representatives on key legislative reforms. USAID facilitated this dialogue and as a result, the legislation was significantly improved. Our assistance was effectively coordinated with the World Bank programs.

The three performance indicators for this sector were measured by the GRASP program. Even though the program only operated for one quarter the targets for 2005 of two of the indicators were met before the project closed. One hundred and nine NGOs were involved in strategic planning, implementation, and oversight and 105 new community services were created through participatory approaches, exceeding the target of 100 for each of them. Forty one local government units increased the proportion of their budgets spent on services identified by citizens - 66% of the target for FY2005.

Challenges and Achievements in Economic Reform:

U.S. assistance programs address specifically three aspects of economic reform: improving economic policy and the business environment; increasing the competitiveness of the private sector; and improving the sustainable management of natural resources and conserving biodiversity.

During the year, we assisted the business community to defeat many proposed negative changes in the Fiscal Code, including amendments that would have cost businesses at least \$12.0 million each year. The microfinance law, introduced with our assistance, legitimized microfinance activities while saving borrowers more than \$200,000 per year. The law will increase lending to micro and small enterprises by non-bank, community financial institutions.

USAID advisors helped to begin the reform of Romania's chronically under-funded pension system. Their guidance to the "Pension Task Force" resulted in the completion of the Voluntary Private Pension Law, which was approved by the GOR and will be presented to the Parliament early next year. Our program also contributed to the successful appointment of an independent Private Pension Regulator that will supervise of private pension funds in Romania.

Our programs have contributed to the development of food safety regulations and practices that meet E.U. requirements. Advisors worked with the Romanian National Authority for Sanitary, Veterinary, and Food Safety to reform its management structure and improve its monitoring the sanitary and veterinary practices of various industries. They also helped an organization of meat, dairy, and fruit and vegetable processors and designed a coherent strategy for them to meet food safety standards.

Advisors from the U.S. continue to strengthen the energy sector's regulatory bodies. Market liberalization in 2004 exceeded targets and reached 83.5% for electricity and 50% for gas. At the same time, we provided assistance for the privatization of Romania's biggest energy complex in Turceni.

We continued to expand our small business loan program by adding another four counties where loans are now available, bringing the total to 27 of Romania's 41 counties. This year 2045 loans, totaling more

than \$10.5 million, have helped to create more than 575 jobs and sustaining another 8375 jobs. Our advisors facilitated the financing of 20 agribusiness projects totaling \$3.6 million for new farm equipment, bee-keeping operations, rural tourism, produce processing, etc. Through a partnership with the Romanian Orthodox Church, our assistance supported the wide dissemination of credit information in villages. To date, this program has facilitated loans totaling \$10.8 million.

Our tourism assistance in the Maramures region contributed to a 40% increase of tourists in guesthouses (B&Bs) in 2005 over 2004, well above the national average of 14% for non-hotel accommodation. Foreign visitors also increased their length of stay in B&Bs by 34%, while the figure for Romania as a whole dropped by 3.4%.

Our advisors developed a model Initial Public Offering (IPOs) to help Romanian companies raise capital on the stock exchange. The first pilot IPO was successful with a leading computer and electronics retailer raising \$15 million on the exchange. To increase company and local government performance our advisors implemented 11 e-government and e-business pilot projects. The projects leveraged \$1.2 million from private companies and from local governments, and developed successful models for replication nationwide.

We assisted twenty meat processing companies to meet international food safety and sanitary-veterinary requirements. Ten of the firms implemented HACCP plans and are cleared to export to the U.S. and European Union. During the year Romania companies received five FSIS (Food Safety Inspection Service) clearances. Additionally, we supported promotional and marketing activities that have lead to increased linkages between Romanian producers and international retailers. Our advisors helped to establish the first biotech farmers association, that will help American GMO seed suppliers and the GOR advance the approval of GMO soybean for planting in the E.U. before 2007. In 2005 Romania increased the area planted with GMO soybean by 15%.

USAID's programs continued to enhance the GOR's capacity to manage floods, droughts, and accidental spills and manage Romania's water resource in a sustainable manner. The GOR's plan for the first phase of the integrated water management program, amounting to approximately \$60 million, was developed, with our assistance, and is being circulated for clearance by responsible ministries. Following implementation of Environmental Management Systems (EMS) and Pollution Prevention (P2) pilot programs, financed by USAID, five companies reported more than \$1.4 million in annual savings, thus becoming more viable, while reducing their pollution and improving their compliance with the new environmental standards.

All the targets established by the Mission for economic growth were achieved by Romania. The "Private Sector Contribution to the GDP" reached 70.8%, thus exceeding our target of 70%. Our advisors succeeded in drafting all the "Laws and Regulations Supportive of Market Expansion" planned by USAID, and 77% of them were actually approved, being well above its 69% target.

The values of "Increased Exports of Privately-Owned Companies" reached \$16,145 million, exceeding its target. Our assistance to the privatization in the energy and banking sectors contributed to reducing the "Remaining State Owned Assets in the Romanian Economy" 27%, well below the target of 30%.

Challenges and Achievements in Social Reform

USAID's social reform programs are increasing the use of modern family planning methods, reduce the transmission and impact of HIV/AIDS, reform the child welfare system, and strengthen child welfare NGOs.

The 2004 National Reproductive Health Survey contains some encouraging findings regarding contraceptive prevalence and abortion in Romania. The modern contraceptive prevalence rate increased from 14% in 1993 to 38% in 2004. Simultaneously, the lifetime abortion rate has dropped from 3.2 per woman in 1993 to 0.8 per woman in 2004. Our program monitoring system indicates that the couple years of protection (CYP) provided by free or low cost contraceptives increased from 272,000 CYPs last

year to 283,000 CYPs in 2005. This number was 10% lower than the target, however, because of lower than expected distribution of contraceptives through social marketing channels.

One thousand and seventy family doctors were trained this year to provide family planning services, bringing the total of trained doctors to more than 4000 across Romania. Four hundred and eighty doctors were trained in prenatal care and 100 on early detection of cervical cancer. Fifteen Roma health trainers-of-trainers were trained in reproductive health practices and training plans for the extension of the family planning program in 100 Roma communities were completed.

The new national child welfare monitoring and tracking information system, being developed with U.S. assistance, shows that in October 2005 there were 21,200 children in state-run institutions; a decline of 20% since August 2004. The number of children in the tracking system receiving county community services has decreased by 30% from 78,000 to 60,000. This decrease is caused primarily by the application of the new legislation that requires children to be moved from county services to local service providers where they are not included in the national tracking system (yet). This unfortunate situation means that the National Authority for Child Protection still does not have way of tracking all children in need of care and protection.

Standards for the child welfare services drafted with our assistance and legislated by the GOR are currently being disseminated and implemented country-wide. A key achievement of our assistance is that the permanent placement of children in families is now the overarching child welfare principle in the new legislation. During the past year we have continued to fund 50 NGOs that are expanding existing community, child welfare services. To date, over 17,800 children and their families (an increase of 4,300 since 2004) have received direct support from our programs. This assistance directly supported services that reunited children with their families, prevented new separations, provided rehabilitation services to disabled children, day care, and domestic adoption. Increasingly these services developed with our assistance are being taken over by the county and local child welfare departments.

We have been promoting the social integration of the mentally disabled through a grant to Special Olympics. In September 2005, Special Olympics Romania organized the regional "Special Olympics Friendship Games" for the first time. They were attended by over 500 athletes from nine neighboring countries. Within Romania, Special Olympics' programs have involved more than 11,000 athletes and over 2,000 volunteers during the past year.

In addition to funding the services provided by NGOs, we continued to assist the NGO Federation and the development of the social work profession. The Federation of Social Workers, formed with our assistance in 2004, created a National College of Social Workers to ensure that professional standards of social work are maintained in Romania. Another achievement was the GOR's commitment to have, by 2008, 40% of all child welfare services provided by NGOs under contracts with local governments. Our advisors are helping to draft legislation that will allow local councils to contract with NGOs for social services, starting in January 2006. This will have a great impact on the long-term sustainability of the NGOs. The Community Consultative Boards that empowered communities to take more responsibility for their children and other disadvantaged community members were piloted successfully in 2 counties. They are being expanded to all counties and they have been included by the GOR in the new legislation.

## Humanitarian and Emergency Assistance:

Beginning in late April and continuing into September 2005 six waves of heavy rains caused severe localized flooding in 38 of 41 counties. Total damage is estimated at over 2 billion USD. Rural agricultural areas suffered the worst damage with several counties experiencing multiple floods that affected both the spring cereal planting and the winter cereal planting season for the spring 2006 harvest. The floods destroyed or severely damaged thousands of houses and many community facilities and affected both the spring harvest and fall plantings in many areas. The GOR responded effectively and mobilized local authorities, agencies and the Romanian Orthodox Church to provide assistance across the country. The floods required the Ministry of Health to reallocate limited resources to expensive and unplanned activities such as vaccines, emergency medicines, water purification, and health education.

USAID was the first donor to respond to the first disastrous floods in Western Romania during April by immediately releasing \$50,000 to an NGO partner and reprogramming more than \$700,000 in our existing programs for emergency supplies and assistance. Given further floods that continued through the summer and spread across 38 of 41 counties, USAID obtained further SEED and OFDA funds, bringing our total commitment to \$5.0 million. All the additional funds were obligated rapidly to NGO partners already in Romania who are providing assistance within the framework of their existing programs.

Our response to the floods has been closely coordinated with local authorities and agencies to ensure impact and help to build their capacity to respond to similar emergencies in future. In the early months of the "summer, our assistance was focused on emergency commodities, food, bedding, temporary shelter, cooking fuel, water purification, short-cycle, hybrid, corn seed for summer planting, and public health campaigns stressing safe health practices. As the "disaster season" wore on, our assistance was expanded to include construction materials to rebuild destroyed houses and repair severely damaged houses, small loans to repair damaged community schools and clinics, micro-loans to rehabilitate small businesses. Habitat for Humanity joined USAID to help communities rebuild lost and damaged homes. We also supplied equipment and technical assistance to local disaster units to increase their preparedness.

By the end of the year, our partners had distributed tons of emergency supplies to more than a thousand families in many villages, distributed 120,000 health education pamphlets, helped hundred's of families rebuild or repair their houses, completed the rehabilitation of six of 15 community projects, made 34 loans to restart small businesses, provided equipment to the Water Administration's Rapid Response Centers, and planted 3,500 acres with short-cycle hybrid corn. The corn provided a bumper harvest and the farmers, and their neighbors, have asked if they can buy the hybrid corn seed for the 2006 season.

In addition to the emergency assistance described above, USAID also provided, through its regular annual excess property, supplies, such as, clothing, bedding, furniture, generators, medical supplies, etc. to two non governmental organizations (NGOs). The supplies were valued at \$1.25 million. The NGOs supervised the distribution of the items to homes for children and the elderly, health clinics, and local community projects. This year most of the supplies went to people affected by the floods.

## FY 2006 Program

SO: 186-0130 Accelerated Private Sector Growth by Supporting a Market-Driven Environment

### **Improve Economic Policy and the Business Environment**

Improve Economic Policy and the Business Environment: (\$3,250,000 AEEB, \$780,000 AEEB carryover, \$100,000 AEEB prior year recoveries). USAID will assist with the reform of the fiscal code, fiscal procedure code, the labor code, the enterprise law, and the factoring law. USAID will continue technical assistance to the trade registry and the Ministry of Justice to streamline business registration. USAID will assist the private pensions regulator with its internal organization, procedures and in-house training, and will assist the Ministry of Labor to finalize the mandatory private pension law. At least 40 business associations, twenty chambers of commerce, three think tanks, and five government agencies will receive assistance to improve their services for small businesses. USAID advisors will help increase credit in rural areas, develop legislation for food sanitation standards and promote genetically modified seeds to improve agriculture productivity. In collaboration with the U.S. Department of Agriculture, USAID will fund a trade mission to allow American investors to assess opportunites in Romania. USAID advisors will assist with the privatization of electrical and gas utilities, promote energy efficiency measures with local authorities, and design a social safety net. Also, USAID will fund seminars to faciliate Black Sea regional cooperation regarding the energy grid and trans-boundary pollution. Principal contractors/partners: Cooperative Housing Foundation (prime), Booz Allen Hamilton (sub), Deloitte Touche Tomatsu Emerging Markets (prime), International Resource Group (prime), the U.S. Department of Agriculture (USDA) (prime), University of Kentucky (sub), Iowa State University (sub).

#### **Improve Private Sector Competitiveness**

Improve Private Sector Competitiveness: (\$3,100,000 AEEB, \$480,000 AEEB carryover). USAID advisors will work with local private companies and business support organizations to improve competitiveness and exports of selected industries. At least one set of promotion materials and one marketing campaign for each of the three targeted regions, Maramures, Transylvania, and Bucovina will be supported. The capacity of 39 tourism and two information technology associations will be increased through technical assistance and training. Business education programs with 2,900 students will be implemented with Junior Achievement Romania. USAID's micro-loan program will continue to increase loans for small businesses. Using the corporate finance toolkit, USAID will train trainers in five organizations that provide corporate finance assistance. Technical assistance will be provided to the Agency for Foreign Investment, the Export Council, and other government agencies to promote investment to Romania. USAID will assist local business associations to develop an internet "portal" that will provide companies with information about investment opportunities and potential investors. agriculture, advisors will train farmers, agribusinesses and processing associations on quality control, reducing operational costs, and expanding markets. USAID will assist rural businesses prepare business proposals for funding by commercial banks, the European Union and the World Bank. Principal partners: CHF (prime), Booz Allen Hamilton (sub), Advocacy Academy (sub), Citizen Democracy Corps (sub), Deloitte Touche Tomatsu Emerging Markets (prime), International Resource Group (prime), USDA(prime) University of Kentucky (sub), Iowa State University (sub).

#### Improve Sustainable Management Of Natural Resources & Biodiversity

Improve Sustainable Management Of Natural Resources & Biodiversity: (\$850,000 AEEB). Six workshops will support industries and local water utilities increase their competitiveness and profitability while complying with EU environmental regulations. USAID will fund two feasibility studies for investments in the water sector, and will work closely with the U.S. Trade Development Agency to encourage US investment. USAID advisors will improve disaster preparedness and the response capabilities of national and local agencies. Principal contractor: Chemonics International (prime).

## FY 2006 Program

## SO: 186-0230 Improved Democratic Governance at Local Level

## **Strengthen Civil Society**

Strengthen Civil Society: (\$2,850,000 AEEB, \$347,462 AEEB carryover, \$328,000 AEEB prior-year recoveries). USAID will provide a combination of tailored training and technical assistance and targeted grants to help 28 non-governmental organizations (NGOs) design business plans, strengthen their boards of directors, develop their constituent bases, recruit volunteers, and launch fundraising activities. We will also help intermediary support organizations expand and provide new services to local NGOs. This assistance will foster coalitions to help 30 NGOs advocate for their members' concerns. Building on lessons learned, USAID will support eight partnerships between local NGOs, U.S. and regional organizations, the private sector, and the Romanian Government. USAID anticipates awarding 33 subgrants and will help 15 community NGOs monitor elected officials and stimulate dialogue between NGOs and party branches. Principal contractors/grantees: World Learning, National Democratic Institute (NDI) and International Republican Institute (IRI) (primes).

## **Strengthen Democratic Political Parties**

Strengthen Democratic Political Parties: (\$500,000 AEEB). USAID will help three political parties become better representatives of citizens' interests. USAID will also expand its assistance to three parties in continuing outreach through their members of parliament and local constituent offices. Twenty party branches will receive training in communicating with citizens and civil society, and in advocating for national policy reform. An activity broadening public debate on the electoral code and on the implications of various proposed reforms will also be carried out. Additional activities will focus on the youth wings of at least three political parties and will provide technical assistance to help parties craft messages targeting the needs of youth.

Principal granees: NDI and IRI (primes).

## **Strengthen the Justice Sector**

Strengthen the Justice Sector: (\$450,000 AEEB). USAID will continue to help the Superior Council of Magistrates develop transparent procedures to evaluate judicial performance, as well as develop and disseminate disciplinary jurisprudence. USAID will work with the authorities and NGOs to improve the legal framework for dealing with domestic violence. The rule of law program will help the National Institute of Magistrates and the National School of Clerks develop curricula on best practices in family law. Principal grantee: American Bar Association (ABA/CEELI) (prime).

#### Strengthen the Legislative Function/Legal Framework

Strengthen the Legislative Function/Legal Framework: (\$700,000 AEEB). USAID will assess the needs of members of the Senate and Chamber of Deputies and support seminars on civic outreach, public image, and constituency services. The program will improve the communication between constituents and MPs in 15 cities. USAID will help three NGOs in monitoring parliamentary performance. The support will include the publication and distribution of a guidebook that will inform citizens of the organization of parliament, legislative processes, and how to interact with MPs. USAID will fund work with two parliamentary committees to improve their public outreach and public participation. USAID will help fund a collegiate parliamentary internship program. Principal grantees: NDI and IRI (primes).

#### **Support Democratic Local Government & Decentralization**

Support Democratic Local Government & Decentralization: (\$1,000,000 AEEB, \$106,000 AEEB prior year recoveries). USAID will provide technical assistance on city management and governance to four

municipalities. USAID will work with the Ministry of Administration and Interior to refine and implement legislation that enhances decentralization and local government in Romania. The program will help two local government associations lobby for key reforms that will have nationwide impact. Principal contractor: Planning and Development Collaborative International (prime).

### FY 2006 Program

SO: 186-0340 Improved Effectiveness of Selected Social and Primary Health Care Services for Targeted Vulnerable Groups

## Improve Child Survival, Health & Nutrition

Improve Child Survival, Health & Nutrition (\$1,250,000 AEEB, \$129,000 AEEB carryover). USAID advisors will help 21 NGOs expand and improve the quality of their community child welfare services. Activities will include services for disabled children, assistance to abused or neglected children, assistance to families to reduce child abandonment and promote domestic adoption. USAID will also assist agencies to implement national standards for child welfare services. Starting in 2006, USAID will focus on solidifying the new NGO-local government partnerships that will sustain NGO-provided services. USAID will promote local corporate participation in child welfare services, as well as the development of the appropriate legal framework for local authorities to contract with child welfare NGOs. USAID will provide technical advice and training to 40 NGOs and their federations so they become stronger advocates for children. USAID will support the development of the social work profession, with an increased emphasis on volunteerism and building community support for welfare programs. Principal contractor: World Learning (prime).

## **Promote And Support Anti-Corruption Reforms**

Promote And Support Anti-Corruption Reforms (\$1,200,000 AEEB, \$526,000 AEEB prior year recoveries). USAID will assist in developing a more transparent and rational pharmaceutical system that addresses the endemic corruption in the health sector. USAID will work in close partnership with the Ministry of Health, NGOs and other advocacy groups to promote an empowered consumer voice in the policy making and implementation processes, and to foster public commitment to policy reform. USAID will work with the ministry and key stakeholders to identify impediments to policy reforms and their implementation, and help the MOH focus on policies that will improve health outcomes in the country. Principal contractor: University Research Co. (prime).

## Reduce Transmission & Impact Of HIV/AIDS

Reduce Transmission & Impact Of HIV/AIDS (\$300,000 AEEB). USAID will fund education campaigns on issues of HIV/AIDS and family violence. Compassion and tolerance for victims and preventive responsible behaviors will be reinforced through youth clubs, philanthropic committees, community service, and NGO pilot projects. USAID will support the Ministry of Health in developing and implementing the national HIV/AIDS discrimination awareness campaign. Principal partners: John Snow Research and Training Institute (prime), International Orthodox Christian Charities (prime), Romanian Orthodox Church (sub).

### **Support Family Planning**

Support Family Planning (\$800,000 AEEB, \$7,200 AEEB prior year recoveries). USAID will assist the Ministry of Health to develop legislation for the implementation of the national reproductive health strategy and the national plan for early detection of cervical cancer. USAID will provide family planning and prenatal care training to 3,500 family doctors and 300 community nurses. USAID will continue to assist in building the sustainability of the Coalition for Domestic Violence, and will support the National Agency for Family Protection in implementing its national strategy. The program will fund three public awareness campaigns on family planning services, safe motherhood, and post-abortion and post partum

contraception. Two hundred Roma health mediators will be trained on reproductive health. We will assist the Ministry of Health organize reproductive health campaigns in 100 Roma communities. USAID assistance will help NGOs develop business plans, manage their finances and raise funds to sustain their service programs. Principal contractor: John Snow Research and Training Institute (prime).

#### **Results Framework**

## 186-0130 Accelerated Private Sector Growth by Supporting a Market-Driven Environment Program Title: Expanding the Market-Driven Private Sector

- 1.3.1: Improved policy, legal and regulatory framework supportive of market expansion
- **1.3.2**: Strengthened institutional capacity of private sector associations, GOR counterparts, and Business Support Organizations to serve market economy goals
- **1.3.3**: Improved competitiveness of private sector's companies and markets
- **1.3.4**: Improved process of transferring state-owned assets to private ownership

## 186-0230 Improved Democratic Governance at Local Level Program Title: Improved Local Democratic Governance

- **2.3.1**: Adequately funded, service oriented local government units
- 2.3.2: Improved interaction between citizens and local public institutions

## 186-0340 Improved Effectiveness of Selected Social and Primary Health Care Services for Targeted Vulnerable Groups

Program Title: Child Welfare and Women's Health Care Reform

- **3.4.1**: Improved legal, regulatory, and policy framework
- 3.4.2: Improved mobilization, allocation, and use of social sector resources
- **3.4.3**: Increased access to quality integrated services
- 3.4.4: Citizens better informed about social services, rights and responsibilities