

ROMANIAN BUSINESS ASSOCIATION
DEVELOPMENT PROJECT

FINAL REPORT
2000-2003

SUBMITTED BY THE CENTER FOR INTERNATIONAL PRIVATE
ENTEPRISE

Contract Number: 186-C-00-00-00111-00

ROMANIAN BUSINESS ASSOCIATION DEVELOPMENT PROJECT FINAL REPORT

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September 30, 2003

Mr. Peter Tagge
Senior Financial Advisor
United States Agency for International Development
Opera Center
Bucharest
Romania

Dear Mr. Tagge:

On behalf of the Center for International Private Enterprise, it is my pleasure to present this final report of our activities under contract number 186-C-00-00-00111-00. From the beginning, the result indicators for the project were aggressive, and as you will see upon review, CIPE exceeded each of them.

Over the last three years, CIPE provided hundreds of hours of technical assistance, which our partners used to their full advantage. This willingness to embrace new concepts greatly contributed to the success of the overall project. Our success was also ensured because of the positive working relationship we built with the team at USAID. Your support, along with that of former Mission Director Denny Robertson, Fred Kirschstein, and Corina Mararu created a positive environment in which the target results could be achieved. Last but not least, the CIPE Romania team should be acknowledged for its role in our success. Camelia Bulat, Cristina Grecu, Carmen Stanila, Corina Schwartz and Clement Dan were among the best team with which I've worked. Their commitment and passion for excellence set an outstanding example for our business association partners.

Again, we appreciate your support since taking over as our CTO. The results outlined in this report are as much indicative of your leadership as ours. It is our pleasure to present this final chapter to the liturgy of excellence we've created over the last three years.

Sincerely,

Mark T. McCord, CCE
Chief of Party

SECTION ONE EXECUTIVE SUMMARY

1.1 Project Overview

The Center for International Private Enterprise has had a presence in Romania since 1991-92. CIPE has conducted training programs for business association executives, supported the development of a Strategic Alliance of Business Associations (SABA), provided grants for institutional development, and conducted workshops in corporate governance, among other initiatives. In 2000, USAID-Romania selected CIPE as the contractor for a major initiative to support business association development in the information technology, manufacturing, and tourism sectors. Under contract number 186-C-00-00-00111-00, CIPE also worked with multi-sector and women's associations, as they had members in each of the target sectors.

Under this three-year program, CIPE was responsible for a number of activities designed to strengthen Romanian business associations and at the same time benefit their members. The following are some of these activities:

- **Public Policy Advocacy:** CIPE assisted business associations within the target sectors in the identification of public policy issues and in the development of public policy campaigns to communicate their priorities to their membership, the public and to elected officials and regulators.
- **Institutional Development:** CIPE assisted associations in overcoming barriers to their growth and development.
- **Information:** Through a series of forums, think tanks, and conferences, CIPE provided information on a variety of issues relative to organizational development, public policy, membership, etc.
- **Grants:** CIPE administered a grant program to provide seed funding to associations that allows them to start new programs and develop creative ideas.
- **Investment Opportunities:** CIPE facilitated the creation of investment opportunities in the target sectors by establishing partnerships between business associations and potential investors.
- **Volunteer Experts:** CIPE provided much of its assistance through volunteer experts who worked with participating associations, providing them with counseling and expertise.
- **Strengthening of Women's Associations:** CIPE provided assistance to existing women's associations and will sponsor a major conference for Romanian businesswomen.

Specific benchmarks were established by USAID in order to monitor the progress of the project, of which CIPE achieved 92% of them on time or early. Result indicators were also established to ensure successful implementation, and CIPE exceeded each of these indicators.

1.2 Accomplishments

As stated above, the USAID developed an extensive list of target results for the project, which are listed below along with the actual results achieved:

- a) *20 BSOs (Business Support Organizations) will be newly engaged in the advocacy of monetary, fiscal and/or legal issues.* ACTUAL RESULT: 38 BSOs newly engaged in the advocacy of monetary, fiscal or legal issues.
- b) *24% increase in the number of dues-paying members at target BSOs.* ACTUAL RESULT: 34.3% increase in the number of dues-paying members of target BSOs.
- c) *50 BSO executives with demonstrated capacity in both policy reform advocacy and trade promotion to increase BSOs members' access to international markets for the priority sectors (software, tourism and manufacturing).* ACTUAL RESULT: 72 BSO executives with demonstrated capacity in both policy reform advocacy and trade promotion.
- d) *90 BSO managers with proven ability to improve and increase the level of services provided for members.* ACTUAL RESULT: 128 BSO managers with proven ability to improve and increase the level of services provided for members.
- e) *30 women from BSOs with tested ability in BSO management, service provision and trade issues.* ACTUAL RESULT: 62 women from BSOs with tested ability in BSO management, service provision and trade issues.
- f) *20% increase in women in senior management and Board positions at target BSOs.* ACTUAL RESULT: 26% increase in women in senior management and Board positions at target BSOs.
- g) *24 target BSOs will become financially sustainable.* ACTUAL RESULT: 28 target BSOs financially sustainable.
- h) *28 proposals will be issued by BSOs to the Government of Romania.* ACTUAL RESULT: 42 proposals issued by BSOs to the Government of Romania.
- i) *The Government of Romania will implement 4 proposals.* ACTUAL RESULT: 11 proposals implemented by the Government of Romania.
- j) *15 policy campaigns will be conducted to induce changes in the business environment, based on the priorities set by IRIS and BSOs.* ACTUAL RESULT: 23 policy campaigns conducted to induce changes in the business environment.
- k) *8 new collaborative alliances among BSOs and think tanks will be established to work together on a specific agenda meant to create a better business environment.* ACTUAL RESULT: 12 new collaborative alliances between BSOs and think tanks established.
- l) *20 new joint ventures, export/import transactions, and/or technology transfers will be facilitated through target BSOs.* ACTUAL RESULT: 28 new joint ventures, export/import transactions, and/or technology transfers initiated.
- m) *10 e-commerce links, web sites or other internet linkages will be initiated in close consultation with other donors and other similar USAID initiatives.* ACTUAL RESULT: 13 e-commerce links, web sites or other internet linkages initiated.
- n) *1 alliance with BSOs serving tourism or software sector initiated.* ACTUAL RESULT: 3 alliances with BSOs serving tourism or software sector initiated.
- o) *30 policy advisors from BSOs will work with policy expert volunteers to carry out advocacy and political campaigns.* ACTUAL RESULT: 44 policy advisors from BSOs worked with policy expert volunteers to carry out advocacy and political campaigns.

1.3 Recommendations

While the Romanian Business Association Development Project exceeded the expected results, additional support is needed to ensure that capacity building continues and that associations sustain the momentum that has been created over the last three years. The

project has provided Romanian business associations an opportunity of which most took full advantage. Because of their commitment, the capacity of these associations is higher than at any period in recent history. Through the implementation of the recommendations listed below, USAID can build on the success of the project, and assist business associations in moving to the next level of development. This project was meant to be a foundation on which business associations could build capacity to ignite private sector development. It is critical, therefore, that USAID continue the process of strengthening these associations in order to build on the foundation that has been laid. Continuation of this assistance is compatible with USAID's strategy in Romania, as it focuses heavily on small and medium sized industry development. Business associations are important catalysts to this development. The following are recommendations for consideration:

- a) USAID and its contractors should continue to support the Advocacy Academy Association, as it is a resource for business associations and NGOs that conduct advocacy activities. Both GRASP, implemented by Development Alternatives International and the MSME Project implemented by CHF should collaborate with the Academy and use its expertise to build on the foundation of private sector advocacy initiatives. Within the next five years, each region of Romania should have an Advocacy Academy that provides support for associations and NGOs.
- b) USAID and its contractors should continue to support the creation of regional tourism promotion bureaus, such as those in Bucovina, Maramures, Valcea, and Banat, which were supported by CIPE. The law providing for the establishment of such bureaus was initiated by the Tourism for Today and Tomorrow (T-3) Coalition with technical assistance from CIPE, and therefore it is important to continue the proliferation of this effort.
- c) CIPE is committed to working with Romanian women's business associations in pursuit of their objectives. Should CHF or other contractors wish to also lend their support, CIPE will be happy to coordinate with them.
- d) The Rural Business Unit model, launched in Fagaras, Lisa, and Recea with assistance from CIPE, should become a model for disadvantaged regions of Romania. USAID should promote the proliferation of these centers, as they provide technical expertise, consulting and management support for small and medium sized enterprises.
- e) The Virtual Trade Mission and Discover Romania portals should be expanded to ensure their viability as economic development promotion platforms. Over the last year, these portals have raised the visibility of Romanian goods and services, as well as created hundreds of potential business matches between Romanian companies and potential foreign partners. Even so, these successes amount to only a fraction of the portals' potential.
- f) The Romanian Association Membership Program (RAMP) should be proliferated by USAID or its contractors using expertise from CIPE, as the best practices model was developed by the organization for use specifically in Romania. The three pilot projects in Satu Mare, Neamt and Constanta should serve as models for the development of at least six additional pilot projects over the next two years.
- g) USAID should support the formation of a National Association of Membership Directors (NAMD) association as an extension of the RAMP initiative. Formation of such an organization will make membership development a profession, and will provide technical assistance and consulting to associations and NGOs throughout Romania.

SECTION TWO SUPPORTING DOCUMENTATION

Basis of Analysis:

The documentation offered in support of the actual program results achieved is based on the following indicators:

- **Baseline Analysis:** CIPE conducted a baseline analysis of target BSOs (Business Support Organizations) in 2000 and updated this analysis each year in order to track results in each of the areas outlined in the contract.
- **Benchmarking:** From 2001-2003, CIPE benchmarked each results indicator using quantifiable data collected from surveys, site-visits, reports, technical assistance programs, and other research. Results were benchmarked not only against the target results outlined in the contract with USAID, but also against best international practices for BSOs.

Documentation of Actual Results:

The following documentation is included to reinforce the actual results outlined in the Executive Summary of this report:

- 2.1 List of BSOs newly engaged in advocacy and other capacity-building programs.
- 2.2 Matrix of the number of dues-paying members in target BSOs from 2000-2003.
- 2.3 List of BSO executives with demonstrated capacity in policy reform advocacy and trade promotion.
- 2.4 List of BSO executives with proven ability to improve and increase services.
- 2.5 List of women from BSOs with tested ability in management.
- 2.6 List of BSOs that are financially sustainable.
- 2.7 List of proposals issued by BSOs to the Government of Romania.
- 2.8 List of proposals from BSOs implemented by the Government of Romania.
- 2.9 List of policy campaigns conducted by BSOs.
- 2.10 List of collaborative alliances developed between BSOs and think tanks.
- 2.11 List of e-commerce links, websites and other linkages created by BSOs or created by CIPE in support of BSOs.
- 2.12 List Joint Ventures, Technology Transfers and Import-Export Transactions.
- 2.13 List of Policy Advisors from BSOs working to carry out advocacy campaigns.

Specific result measurement criteria is listed in each sub-section in order to ensure the validity of the results.

2.1
LIST OF BSOs NEWLY ENGAGED IN ADVOCACY
2000-2003

The following criteria was used to determine the number of BSOs newly engaged in advocacy:

- A. Baseline Analysis: Associations that indicated no involvement in advocacy activities during CIPE's baseline analysis in 2000.
- B. Involvement: Associations that were involved in either launching or participating in the launch of an advocacy initiative.

1. Romanian Convention Bureau (RCB)
Paul Marasoiu, President
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
2. Association of Rural, Cultural and Environmental Tourism (ANTREC)
Maria Stoian, President
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
3. Association of Travel Agents and Tour Operators (ANAT)
Andrei Robotin, General Secretary
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
4. Romanian Hotel Industry Federation (FIHR)
Mihai Rajnita, Executive Director
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
5. Romanian Federation of Tourism Employers
Dragos Raducan, Executive Director
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
6. Bucovina Tourism Promotion Association
Claudiu Bumbu, Executive Director
Advocacy Activity: Tourism for Today and Tomorrow (T-3) Coalition
7. Federation of Light Industrial Employers (FEPAIUS)
Maria Grapini, President
Advocacy Activity: Pro Globe Coalition
8. Association of Environmental Equipment Producers and Suppliers (UNIMED)
Gabriel Laslu, President
Advocacy Activity: Pro Globe Coalition
9. Association of Romanian Furniture Producers (APMR)
Aurel Rizea, President
Advocacy Activity: Pro Globe Coalition

10. Association of Garment and Textile Producers (OCIMM)
President
Advocacy Activity: Pro Globe Coalition
11. Association of Paint and Varnish Producers
President
Advocacy Activity: Pro Globe Coalition
12. The Automization and Instrumentation Association of Romania
President
Advocacy Activity: Pro Globe Coalition
13. Association of Plastics Producers (ASPAPLAST)
President
Advocacy Activity: Pro Globe Coalition
14. Timisoara Chamber of Commerce, Industry and Agriculture
Emil Mateescu, President
Advocacy Activity: Pro Globe Coalition, Founding Member of the Advocacy Academy Association
15. UGIR 1903 Timisoara Branch
Carmen Cazan, President
Advocacy Activity: Founding Member of the Advocacy Academy Association
16. National Association of Software Companies (ANIS)
Florin Talpes, President
Advocacy Activity: Tech 21 Coalition
17. National Association for Economics and Software (ARIES)
Alexandru Borcea, President
Advocacy Activity: Tech 21 Coalition
18. Association of Internet Service Providers (ANISP)
Gheorghe Serban, Executive Director
Advocacy Activity: Tech 21 Coalition
19. Association of Romanian Technology and Communications Companies (ATIC)
Dr. Vasile Baltac, President
Advocacy Activity: Tech 21 Coalition
20. American Romanian Business Support Organization (ARBUS)
Cristian Munthu, President
Advocacy Activity: Advocacy campaign in opposition to changes in the Romanian Labor Code that were detrimental to international employers.
21. Advocacy Academy Association
Radu Nicosevici, President
Advocacy Activity: Public hearings on the Labor Code, Regulation of Direct Advocacy Activities, Information Technology Outsourcing, and the Fiscal Code.

22. Employers Association of Cluj County
Ioan Mante, President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
23. Private Entrepreneurs Confederation of Timis County (CIPT)
Radu Nicosevici, President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
24. Association of Female Managers in Brasov
Luanna Popa, President
Advocacy Activity: Advocacy Days 2002 and 2003 and an advocacy campaign in support of the passage of laws specifying penalties for domestic violence against women.
25. Alliance for Romanian Economic Development (ADER)
Vasili Lazar, Executive Director
Advocacy Activity: Advocacy campaign in opposition to changes in the Labor Code that were unfavorable to the private sector employers.
26. Association of Female Managers in Timisoara
Maria Grapini, President
Advocacy Activity: Open Doors Campaign National Advocacy Tour and an advocacy campaign in support of the passage of laws specifying penalties for domestic violence against women.
27. Pro Invest Association
Ciprian Visan, President
Advocacy Activity: Open Doors Campaign National Advocacy Tour and Advocacy Days 2002-2003.
28. Iasi Chamber of Commerce, Industry and Agriculture
Mihail Vlasov, President
Advocacy Activity: Open Doors National Advocacy Tour and the development of an advocacy workshop series for members.
29. Cluj Chamber of Commerce, Industry and Agriculture
President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
30. Suceava Chamber of Commerce, Industry and Agriculture
Ileana Cocisiu, General Secretary
Advocacy Activity: Open Doors Campaign National Advocacy Tour
31. Neamt Chamber of Commerce, Industry and Agriculture
Radu Climescu, President
Advocacy Activity: Advocacy Days 2002-2003

32. Constanta Chamber of Commerce, Industry, and Navigation
Mihai Daraban, President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
33. Vaslui Chamber of Commerce, Industry and Agriculture
President
Advocacy Activity: Advocacy Days 2002-2003
34. Valcea Chamber of Commerce, Industry and Agriculture
Valentin Cismaru, President
Advocacy Activity: Advocacy Days 2002-2003 and Public Hearing on the Romanian Labor Code
35. Brasov Chamber of Commerce, Industry and Agriculture
President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
36. Bistrita Chamber of Commerce, Industry and Agriculture
President
Advocacy Activity: Open Doors Campaign National Advocacy Tour
37. Truck Transporters Association of Constanta
Marian Morianu, President
Advocacy Activity: Advocacy campaign opposing assessment of additional road taxes for truck transporters.
38. Business Opportunities for Women (BOW)
Elena Laslu, President
Advocacy Activity: Pro Globe Coalition, Advocacy Days 2002-2003 and the Public Hearing on the Romanian Labor Code.

2.2 INCREASE IN NUMBER OF DUES-PAYING MEMBERS AT TARGET BSOs 2000-2003

The following criteria was used to determine the increase in dues-paying members at target BSOs:

- A. Baseline Analysis: CIPE conducted a baseline analysis of dues-paying members in 2000.
- B. Technical Assistance: The association received technical assistance or other support from CIPE in the creation of an expanded and sustained membership effort.

Business Association Partners	Number of Dues-Paying Members				% Growth 2002-2003	% Growth 2000- 2003
	2000	2001	2002	2003		
Business Opportunities for Women (BOW)	52	72	90	101	11%	49%
National Association for Rural, Ecological, and Cultural Tourism (ANTREC)	2225	2600	3250	3312	2%	33%
Romanian Convention Bureau	63	52	58	62	9%	-2%
Interprofessional Group of Employers (GRIP)	16	10	11	11	0%	-32%
Neamtanca Artisans Association	0	25	41	46	9%	100%
National Association of Tourism Agencies (ANAT)	650	780	795	825	4%	21%
Romanian Hotel Industry Federation (FIHR)	88	125	135	144	9%	39%
National Association of Romanian Furniture Producers (APMR)	208	250	280	296	9%	30%
Truck Transporters Association of Constanta	0	18	26	31	8%	100%
Chamber of Commerce, Industry, and Agriculture Arges	930	945	899	811	-10%	-13%
Chamber of Commerce, Industry, and Agriculture Bacau	518	540	613	640	10%	19%
Chamber of Commerce, Industry, and Agriculture Bistrita	405	500	457	462	1%	12%
Chamber of Commerce, Industry, and Agriculture Constanta	1393	1600	1760	1814	4%	33%
Chamber of Commerce, Industry, and Agriculture Bacau	470	600	618	629	2%	25%
Chamber of Commerce, Industry, and Agriculture Brasov	718	721	530	501	-5%	-30%
Chamber of Commerce and Industry of Romania and Bucharest	7537	7871	8215	8309	2%	9%
Chamber of Commerce, Industry, and Agriculture Timisoara	580	800	869	888	2%	35%
Chamber of Commerce, Industry, and Agriculture Valcea	146	165	190	194	2%	25%
Chamber of Commerce and Industry of Romania/Israel	32	41	56	55	-2%	42%
Chamber of Commerce, Industry, and Agriculture Vaslui	850	900	913	845	-7%	-1%
Chamber of Commerce, Industry and Agriculture of Maramures	124	160	87	87	0%	-30%
Chamber of Commerce, Industry and Agriculture of Satu Mare	118	165	220	265	17%	65%
Chamber of Commerce, Industry, and Agriculture Neamt	396	357	384	465	17%	15%
Chamber of Commerce, Industry, and Agriculture Suceava	925	1212	1212	1140	-6%	19%
Chamber of Commerce, Industry, and Agriculture Cluj	718	825	968	984	2%	27%
Chamber of Commerce, Industry and Agriculture of Vrancea	111	143	198	206	4%	46%
Chamber of Commerce, Industry, and Agriculture Iasi	285	384	346	333	-4%	14%
Federation of Light Industrial Employers (FEPAIUS)	5	6	7	7	0%	29%
National Union of Insurance and Reinsurance Companies (UNSAR)	24	26	31	44	30%	45%
Association of Plastic Processors and Producers (ASPAPLAST)	35	35	33	38	12%	8%
Association of Producers of Environmental Equipment (UNIMED)	58	82	110	128	14%	55%
SME Employers Association of Buzau	110	160	175	178	2%	38%
Association of Women Managers of Timisoara	35	51	54	67	19%	48%
Alliance for Romanian Economic Development (ADER)	85	123	131	76	-2%	-11%
Association of Entrepreneurial Women in Romania (AFIR)	49	60	35	38	8%	-22%
National Association of Software Companies (ANIS)	55	65	71	77	8%	29%

Private Entrepreneurs Federation of Timis County (CIPT)	279	360	270	341	21%	18%
Employers Association of Cluj County	16	21	50	89	44%	100%
National Employers and Entrepreneurs Association in Romania	0	40	44	43	-2%	7%
National Association of Industrial Employers	143	165	188	187	-1%	24%
Association of Female Managers in Romania (AFAR)	101	85	93	118	21%	14%
The Automization and Instrumentation Association in Romania	53	63	58	61	5%	13%
American Romanian Business Support Association (ARBUS)	10	35	39	44	11%	87%
National Federation of Tourism Employers	86	90	135	245	45%	65%
National Association for Economics and Software (ARIES)	142	163	181	177	-2%	20%
CNIPMMR-Craiova Branch	124	146	178	182	2%	32%
E-Commerce Association of Romania	0	0	14	18	32%	100%
Innovation and Business Support Association	0	7	10	10	0%	30%
Association of Manager Women of Valcea	14	14	17	42	60%	77%
Valcea Regional Tourism Association	0	33	42	78	46%	58%
Mercurius Economic Development Association (Sfantu Gheorge)	8	13	47	44	-6%	71%
Maramures Tourism Association	0	0	0	85	100%	100%
Advocacy Academy Association	0	0	18	28	36%	100%
Overall Membership Growth 2000-2003					11%	34.30%

2.3

BSO EXECUTIVES WITH DEMONSTRATED CAPACITY IN POLICY REFORM ADVOCACY AND TRADE PROMOTION

The following BSO executives exhibited proven capacity in both policy reform advocacy and trade promotion. The following criteria was used to determine their capacity:

- A. Attended at least two CIPE forums or training programs.
- B. Developed or were involved in the management of at least one new or expanded program or service in advocacy and trade promotion during the project year.

1. Radu Nicosevici, President
Private Entrepreneurs Confederation of Timis County
Advocacy: Founding Member of the Advocacy Academy Association
Trade Promotion: PARTNER Project with Serbian business associations
2. Maria Grapini, President
Association of Female Managers of Timisoara
Advocacy: Founding Member of the Advocacy Academy Association
Founding Member of the Pro-Globe Coalition
3. Dragos Raducan, Secretary General
National Association of Tourism Employers
Advocacy: Open Doors Campaign/T-3 Coalition
Trade Promotion: Co-Organizer of the Familiarization Tour for Travel Writers
4. Maria Stoian, President
National Association of Rural, Cultural, and Ecological Tourism (ANTREC)
Advocacy: Open Doors Campaign: T-3 Coalition
Trade Promotion: Co-Organizer of the Familiarization Tour for Travel Writers
Publisher of a Four-Color Catalogue of Romanian Guesthouses
5. Mihai Rajnita, Secretary General
Romanian Hotel Industry Federation (FIHR)
Advocacy: Open Doors Campaign: T-3 Coalition
Trade Promotion: Development of an On-Line Reservation System
Co-Organizer of the Familiarization Tour for Travel Writers
6. Mioria Tudor, Executive Director
Federation of Light Industrial Employers (FEPAIUS)
Advocacy: Open Doors Campaign: Pro Globe Coalition
Trade Promotion: Participation in Trade Mission to New York

7. Elena Nemes, President
National Employers Association: Fagaras Branch
Advocacy: Reduction of Employment Taxes and Procedures
Trade Promotion: Development of a Regional Economic Development Center
8. Paul Marasoiu, President
Romanian Convention Bureau
Advocacy: Open Doors Campaign/T-3 Coalition
Trade Promotion: Co-Organizer of the Familiarization Tour for Travel Writers
9. Cristian Munthiu, President
American Romanian Business Association (ARBUS)
Advocacy: Open Doors Campaign: Pro Globe Coalition
Trade Promotion: Development of a Virtual Trade Exhibition
10. Alexandru Mustea, Secretary General
Romanian Association of Software Companies (ANIS)
Advocacy: Open Doors Campaign: Tech 21 Coalition
Trade Promotion: Coordination of ITC Branding Strategy
11. Andrei Robotin, Secretary General
National Association of Tourism Agencies (ANAT)
Advocacy: Open Doors Campaign: T-3 Coalition
Trade Promotion: Co-Organizer of the Familiarization Tour for Travel Writers
12. Cornel Gaina, President
National Association of Tourism Agencies (ANAT)
Advocacy: Open Doors Campaign: T-3 Coalition
Trade Promotion: Partner in the Development of the Discover Romania Tourism Portal
13. Dumitrache Dima, Executive Director
Association of Importers and Exporters (ANEIR)
Advocacy: Open Doors Campaign
Trade Promotion: Partner in the Development of a Virtual Trade Mission Portal
14. Elena Cocisiu, General Secretary
Suceava Chamber of Commerce, Industry, and Agriculture
Advocacy: Open Doors Campaign: T-3 Coalition
Trade Promotion: Creation of the Bucovina Tourism Promotion Bureau
15. Corina Dragomirescu, Vice President
Private Entrepreneurs Federation of Timis County (CIPT)
Advocacy: Founding Member of the Western Romanian Academy for Advocacy of the Private Sector

Trade Promotion: PARTNER Project with Serbian businesses

16. Gheorghe Rusu, President
Internet Providers Association (ANISP)
Advocacy: Open Doors Campaign: Tech 21 Coalition
Trade Promotion: Developed E-Commerce Sights to Promote Romanian Products
17. Gheorghe Serban, General Secretary
Internet Providers Association (ANISP)
Advocacy: Open Doors Campaign: Tech 21 Coalition
Trade Promotion: Developed E-Commerce sites to Promote Romanian Products
18. Gabriel Laslu, President
Association of Producers and Users of Environmental Equipment (UNIMED)
Advocacy: Open Doors Campaign: Coalition of Romanian Manufacturers
Trade Promotion: Trade Mission to New York
19. Florin Simion, President (Simco International) Board Member (ANIS)
Simco International/ANIS
Advocacy: Tech 21 Coalition
Trade Promotion: Development of Discover Romania Tourism Portal
20. Florin Talpes, President
Romanian Association of Software Companies (ANIS)
Advocacy: Tech 21 Coalition
Trade Promotion: Coordinator of ITC Branding Initiative
21. Dr. Vasili Baltac, President
ATIC
Advocacy: Tech 21 Coalition
Trade Promotion: Coordinator of ITC Branding Initiative
22. Smiranda Constantinescu, Executive Director
ATIC
Advocacy: Tech 21 Coalition
Trade Promotion: Coordinator of ITC Branding Initiative
23. Alexandru Borcea, President
Romanian Association for Economics and Software (ARIES)
Advocacy: Tech 21 Coalition
Trade Promotion: Coordinator of ITC Branding Initiative
24. Auriel Rizea, President
Romanian Association of Furniture Manufacturers (APMR)
Advocacy: Pro Globe Coalition
Trade Promotion: Coordinated Fact Finding Mission to High Point,
North Carolina and the International Home Furnishings
Exhibition

25. Aurelian Popescu, President
 Federation of Light Industrial Employers (FEPAIUS)
 Advocacy: Pro Globe Coalition
 Trade Promotion: Collaborator in the Virtual Trade Mission Portal
26. Dr. Cornelia Rotaru, Vice President
 Chamber of Commerce and Industry of Romania
 Advocacy: Women's Legislative Coalition
 Trade Promotion: Trade Mission to Serbia
 Development of E-Commerce Association
27. Magda Tepoi, President
 Regional Chamber of Commerce of Northeast Romania
 Advocacy: Pro Globe Coalition
 Trade Promotion: Develop of Branch Office in Brussels, Belgium
28. Dan Ganciu, Program Director
 Iasi Chamber of Commerce, Industry and Agriculture
 Advocacy: Development of Advocacy Workshops for Members and an
 advocacy campaign for fiscal incentives for the construction industry
29. Carmen Chasovschi, Advisor
 Bucovina Tourism Promotion Association
 Advocacy: T-3 Coalition
 Trade Promotion: Creation of Bucovina Tourism Magazine in English
 and German
 Coordination of Familiarization Tours for German and
 American Travel Writers
 Participation in the Berlin Tourism Exhibition
30. Stela Curt Mola, Program Director
 Chamber of Commerce and Industry of Constanta
 Advocacy: T-3 Coalition
 Trade Promotion: Development of Tourism Publication for Promotion of the
 Black Sea Coast
 Participation in Berlin Tourism Exhibition
31. Monica Misca, Program Director
 Chamber of Commerce and Industry of Timisoara
 Trade Promotion: Promotion Program for Trade Activities on the EU
 and US Markets
32. Ioan Mante, President
 Employers Association of Cluj County
 Advocacy: Pro Globe Coalition
 Trade Promotion: Competitiveness Program for Cluj Industrial Employers

33. Anamari Marcusanu, President
 Chamber of Commerce and Industry of Romania
 Trade Promotion: Development of E-Commerce Portal to Promote Romanian Products
34. Sergiu Badu, Vice President
 Association for Information Technology and Communications (ATIC)
 Trade Promotion: Creation of Knowledge and Information Portal for the ITC industry.
35. Cristina Grigorescu, President
 Association of Women Entrepreneurs
 Trade Promotion: Assisted in the Creation of an Annual Showcase for Products Produced by Women Owned and Managed Companies
36. Carmen Cazan, President
 UGIR 1903 Timisoara Branch
 Advocacy: Founding Member of the Advocacy Academy Association.
37. Ciprian Visan, President
 Pro Invest Association
 Advocacy: Participant in Advocacy Days
 Developed Organizational Legislative Agenda
 Trade Promotion: Sponsored Trade Events with Italians and Austrians
38. Monica Munthiu, Vice President
 American Romanian Business Support Organization (ARBUS)
 Trade Promotion: Sponsored Trade Mission to United States
 Coordinated Council of Mayors Visit to Romania
39. Emil Mateescu, President
 Timisoara Chamber of Commerce, Industry and Agriculture
 Advocacy: Founding Member of the Advocacy Academy
 Trade Promotion: Implemented a U.S. and EU Trade Promotion Project with a Grant from CIPE/USAID
40. Mihai Daraban, President
 Constanta Chamber of Commerce, Industry and Navigation
 Advocacy: Participated in Advocacy Days 2002 and 2003
 Supporting Member of the T-3 Coalition
 Trade Promotion: Proponent of Free Trade Zone Designation for the Port of Constanta

41. Ioanut Juganaru, Secretary General
Constanta Chamber of Commerce, Industry and Navigation
Advocacy: Participated in Advocacy Days 2002 and 2003
Supporting Member of the T-3 Coalition
Trade Promotion: Proponent of Free Trade Zone Designation for
the Port of Constanta
42. Monica Miresan, Vice President
Bistrita-Nasaud Chamber of Commerce, Industry and Agriculture
Advocacy: Worked with the Advocacy Academy to Conduct
Advocacy Training Workshops
Trade Promotion: Created a County-Wide Economic Development
Strategic Plan that helped create 3,000 jobs.
43. Valentin Cismaru, President
Valcea Chamber of Commerce, Industry and Agriculture
Advocacy: Supporting Member of the Pro Globe Coalition
Participant in Advocacy Days 2002-2003
Trade Promotion: Co-Founded the Valcea Tourism Information
Bureau to create jobs and economic impact on the
Region
44. Livia Sima, President
Maramures Tourism Promotion Association
Advocacy: Conducted an Advocacy Campaign to Encourage
Registration of Guesthouses and Pensions
Trade Promotion: Created an English language brochure to promote
the region
Sponsored a familiarization tour for German and
U.S. tour operators and travel writers
45. Monica Caluc, President
Banat Regional Tourism Promotion Association
Trade Promotion: Developed a tourism map for promotion of the
Banat region
Sponsored a familiarization tour for German tour
Operators
46. Andreea Tudor, Program Director
Austrian Romanian Business Club
Advocacy: Advocated for Changes in the Labor Code to
enhance Austrian investment in Romania
Trade Promotion: Sponsored a series of meetings between Austrian
and Romanian companies

47. Mihai Handulescu, President
Valcea Tourism Promotion Bureau
Trade Promotion: Creation of a Tourist Information Center and a four-color brochure
Coordination of a familiarization tour for German travel writers
48. Radu Climescu, President
Neamt Chamber of Commerce, Industry and Agriculture
Advocacy: Participated in Advocacy Days 2002 and 2003
Trade Promotion: Co-Founder of Neamt Tourism Promotion Bureau
Sponsored trade meetings with Italian and German trade delegations
49. Mihai Daraban, General Secretary
Neamt Chamber of Commerce, Industry and Agriculture
Advocacy: Participated in Advocacy Days 2002 and 2003
Trade Promotion: Sponsored trade meetings with numerous foreign delegations.
50. Vlad Tapela, Vice President
Romanian Software Association
Advocacy: Founding Member of the Tech 21 Coalition
Led Advocacy Campaign on IT Outsourcing
Trade Promotion: Participated in the development of Virtual Trade Mission Portal
51. Eugen Preotu, Vice President
Romanian Information Technology Association (ATIC)
Advocacy: Founding Member of the Tech 21 Coalition
Led Advocacy Campaign on Branding Romania
Trade Promotion: Participated in the development of the Virtual Trade Mission
52. Calin Tatomir, Director
Federation of Light Industrial Employers (FEPAIUS)
Advocacy: Participated in Advocacy Days 2002 and 2003
Trade Promotion: Coordinated Trade Development Workshops for FEPAIUS Members
53. Ciprian Nanu, President
Business Development Group
Advocacy: Participant in Pro Globe Coalition activities
Participant in Advocacy Days 2002 and 2003
Trade Promotion: Planned and conducted trade missions to Germany And the United States

54. Mariana Iacobescu, Executive Director
Chamber of Commerce of Romania and Israel
Advocacy: Participant in Advocacy Days 2002
Trade Promotion: Conducted trade missions and official visits to Israel
55. Mihai Luca, Executive Director
Advocacy Academy Association
Advocacy: Coordinated the Advocacy Academy Institute for for Advocacy Professionals
Coordinated public hearings on the Labor Code and the regulation of direct advocacy
56. Doru Cristiu, Secretary General
Romanian Association for Protection of the Environment
Advocacy: Promoted the passage of environmental protection regulations in conjunction with the Pro Globe Coalition
57. Valentin Burtea, Director
Romanian Furniture Manufacturers Association (APMR)
Trade Promotion: Participated in a trade mission to New York, NY
58. Viorel Mihalcea, President
Buzau Chamber of Commerce, Industry and Agriculture
Advocacy: Participant in Advocacy Days 2002 and 2003
Trade Promotion: Assisted in the development of the Virtual Trade Mission
59. Dana Szabo, Director
Maramures Tourism Promotion Association
Trade Promotion: Assisted in the development of four-color English language brochure
Coordinated a familiarization tour for German tour operators
60. Alunita Voiculescu, Director General
East West Information Romania (EWIR)
Advocacy: Member of the Tech 21 Coalition
Participant in Advocacy Days 2002
Trade Promotion: Assisted in the development of the Virtual Trade Mission
61. Monica Mihai, Director
Association of Women Entrepreneurs
Trade Promotion: Developed a trade promotion portal for women owned and managed businesses

62. Ioan Constantinescu, Director
Romanian Tourism Employers Federation
Advocacy: Participated in Advocacy Days 2002
Trade Promotion: Assisted in the coordination of the U.S. travel writer's familiarization tour
63. Radu Georgescu, Director
Romanian Software Association (ANIS)
Advocacy: Participated in Advocacy Day 2002 and 2003
Participated in Advocacy Campaign for IT Outsourcing
Trade Promotion: Coordinated AURO IT Branding program
64. Liana Naum, President
Romanian Association of Political Women
Advocacy: Promoted child welfare and spousal abuse legislation
65. Jan Minut, Director
Romanian Furniture Manufacturers Association (APMR)
Trade Promotion: Participated in CIPE's Furniture Assistance for Romania (FAR) program to promote Romanian furniture products on EU and U.S. markets
66. Andrei Dinga, Director
Satu Mare Chamber of Commerce, Industry and Agriculture
Trade Promotion: Coordinated the development of the Holrom Industrial Park and the locating of small and medium sized companies within the park
67. Sorin Bibicioiu, Executive Director
Employers Association for Tourism Enterprises in Romania
Advocacy: Participant in T-3 Coalition activities
Participant in Advocacy Days 2002
Trade Promotion: Assisted in the development of the Discover Romania Tourism Super Site
68. Aneta Bogdan, Director
Business Opportunities for Women
Trade Promotion: Coordinated branding activities for Romanian companies and NGOs
69. Anca Harasim, Executive Director
American Chamber of Commerce of Romania
Advocacy: Co-sponsor of Advocacy Day 2002
Led policy campaigns on the Labor Code, business Ethics, and taxation
Trade Promotion: Sponsored trade promotion events between U.S. and foreign companies

70. Obie Moore, President
American Chamber of Commerce of Romania
Advocacy: Co-sponsor of Advocacy Day 2002
Led policy campaigns on the Labor Code, business
Ethics, and taxation
Trade Promotion: Sponsored trade promotion events between U.S.
and foreign companies

71. Liliana Deac, Director of Trade Promotion
Chamber of Commerce and Industry of Romania and Bucharest
Trade Promotion: Co-Developer of the Virtual Trade Mission
Conducted trade missions to ten EU countries and
to the U.S.

72. Dan Ifrim, Program Manager
Chamber of Commerce and Industry of Romania and Bucharest
Trade Promotion: Co-Developer of the Virtual Trade Mission
Conducted trade missions to ten EU countries and
to the U.S.

2.4a
BSOs THAT INCREASED PROGRAMS AND SERVICES
2000-2003

The following criteria was used to identify the BSOs that increased or expanded programs and services:

- A. Baseline Analysis: CIPE conducted a baseline analysis of BSO programs and services in 2000.
- B. Surveys: CIPE conducted an annual program and service survey to determine which business associations established new programs and services or expanded existing ones.
- C. Site Visits: CIPE team members conducted site visits to determine the substance of new or expanded programs and services.
- D. Technical Assistance: CIPE team members provided technical assistance in the development or expansion of programs and services.
- E. Funding: USAID funded, through the CIPE program, the development or expansion of programs and services.

BSOs	New Services Offered						
	1	2	3	4	5	6	7
Business Opportunities for Women (BOW)	X	X		X			
National Association for Rural, Ecological, and Cultural Tourism (ANTREC)	X				X	X	X
Romanian Convention Bureau	X				X		
Interprofessional Group of Employers (GRIP)				X			
Neamtanca Artisans Association					X	X	
National Association of Tourism Agencies (ANAT)	X	X	X	X	X	X	X
Romanian Hotel Industry Federation (FIHR)	X	X			X		X
National Association of Romanian Furniture Producers (APMR)	X		X				
Truck Transporters Association of Constanta	X						
Chamber of Commerce, Industry, and Agriculture Arges	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Bacau	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Bistrita	X		X	X	X	X	X
Chamber of Commerce, Industry, and Agriculture Constanta	X	X	X	X	X	X	X
Chamber of Commerce, Industry, and Agriculture Bacau	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Brasov	X		X	X	X	X	
Chamber of Commerce and Industry of Romania and Bucharest	X		X	X	X	X	X
Chamber of Commerce, Industry, and Agriculture Timisoara	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Valcea	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Vaslui	X		X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Neamt	X	X	X	X	X	X	
Chamber of Commerce, Industry, and Agriculture Suceava	X		X	X	X	X	X
Chamber of Commerce, Industry, and Agriculture Cluj	X		X	X	X	X	X
Chamber of Commerce, Industry, and Agriculture Iasi	X	X	X	X	X	X	
Chamber of Commerce, Industry and Agriculture of Satu Mare		X				X	X
Federation of Light Industrial Employers (FEPAIUS)	X	X		X		X	
National Union of Insurance and Reinsurance Companies (UNSAR)	X		X	X			
Association of Plastic Processors and Producers (ASPAPLAST)	X					X	
Association of Producers of Environmental Equipment (UNIMED)	X					X	X
SME Employers Association of Buzau					X		

Association of Women Managers of Timisoara	X					X
Alliance for Romanian Economic Development (ADER)	X	X		X	X	
Association of Entrepreneurial Women in Romania	X					
National Association of Software Companies (ANIS)	X	X		X	X	X
Private Entrepreneurs Federation of Timis County (CIPT)	X	X				X
Employers Association of Cluj County	X	X				X X
National Employers and Entrepreneurs Association in Romania						
National Association of Industrial Employers	X			X	X	
Association of Female Managers in Romania (AFAR)	X	X				X
The Automization and Instrumentation Association in Romania	X					X
American Romanian Business Support Association (ARBUS)	X	X	X	X	X	X
National Association of Tourism Employers	X					
National Association for Economics and Software (ARIES)	X	X	X			X X
Advocacy Academy Association	X					X X

1= Advocacy (38)

2=Membership (10)

3=International Trade (23)

4=Consulting (21)

5=Marketing (32)

6=SME Support (32)

7=Technology (15)

2.4b

BSO EXECUTIVES WITH PROVEN ABILITY TO INCREASE PROGRAMS AND SERVICES

The following BSO managers have exhibited proven ability to improve and increase the level of services provided to their members. The following criteria was used to determine this increase in capacity:

- A. Attended at least two CIPE forums or training programs.
- B. Developed or was involved in the management of at least one new or expanded program or service during the contract period.
- C. Participated in other CIPE initiatives such as the Volunteer Expert Project, the BSO Grant Program, or the Advocacy Coalitions.

1. Alexandru Mustea, Executive Director
National Association of Software Companies (ANIS)
Services: Involvement in the Tech 21 Coalition and the coordination of a branding coalition for the Romanian information technology sector
2. Paul Marasoiu, President
Romanian Convention Bureau
Services: Co-organized a familiarization tour for eight international travel writers
3. Gabriel Laslu, President
Association of Producers and Users of Equipment for Environmental Protection (UNIMED)
Services: Created a training academy for environmental managers that focuses on the creation of quality standards for the industry
4. Elena Laslu, President
Business Opportunities for Women (BOW)
Services: Initiated the development of a federation of women's business associations
5. Ioan Mante
Employers Association of Cluj County
Services: Created a Business Development Center to provide information and consulting services to employers in Cluj County.
6. Alexandru Borcea, President
Romanian Association for Economics and Software (ARIES)
Services: Publication of Romanian Software Director and distribution of the publication to potential business partners around the world
7. Florin Vrejoiu, Vice President
Romanian Association for Economics and Software (ARIES)
Services: Involvement in the Tech 21 Coalition to advocate for the passage of three significant ITC sector initiatives.

8. Mihae Daraban, President
Constanta Chamber of Commerce, Industry, and Navigation
Services: Creation of a new Black Sea Hotel Industry Association to promote tourism within the region
9. Silvia Tiganetea, Operations Manager
Constanta Chamber of Commerce, Industry and Navigation
Services: Creation of a new marketing brochure for the Black Sea Coast
10. Magda Tepoi, Executive Director
Regional Chamber of Commerce of Northeastern Romania
Services: Creation of an office in Brussels, Belgium to promote products manufactured in the region
11. Elena Cocosiu, Director of Operations
Chamber of Commerce, Industry and Agriculture of Suceava
Services: Creation of the Bucovina Tourism Promotion Bureau to market the region to international tourists
12. Carmen Chasovshchi, Executive Director
Bucovina Tourism Promotion Bureau
Services: Published a four-color English and German language brochure that promotes the Bucovina region. Conducted a familiarization tour for both German and United States travel writers
13. Radu Nicosevici, President
Private Entrepreneurs Confederation of Timis County
Services: Established the Western Romanian Academy for Advocacy of the Private Sector to train advocacy professionals and become a conduit for information and support for the business association advocacy effort
14. Corina Dragomirescu, Vice President
Private Entrepreneurs Confederation of Timis County
Services: Coordinated a collaborative effort to re-design and promote a Romanian Corporate Governance Code.
15. Aurelian Popescu, President
Federation of Light Industrial Employers (FEPAIUS)
Services: Launched an advocacy campaign in opposition to the increase in profit tax on exports, as well as an initiative to lower utility rates for light manufacturers
16. Elena Nemes, President
National Employers Association: Fagaras Branch
Services: Increased the capacity of the Fagaras Business Center to provide business and consultation services as well as training.

17. Mihai Rajnita, Executive Director
Romanian Hotel Industry Federation (FIHR)
Services: Collaborated on the implementation of a familiarization tour for United States travel writers, as well as led an advocacy campaign in opposition to the increase of the Value Added Tax for foreign tourists
18. Cristina Grigorescu, President
Association of Entrepreneurial Women in Romania (AFIR)
Services: Assisted in the formation of a federation of women's business associations
19. Maria Stoian, President
National Association for Rural, Cultural, and Ecological Tourism (ANTREC)
Services: Publication of a four-color catalogue for Romanian guesthouses and distribution of the catalogue at international tourism exhibitions
20. Marian Moroianu, President
Truck Transporters Association of Constanta
Services: Publication of a membership brochure, as well as the implementation of an advocacy campaign to reduce the negative affects of an additional road tax on freight haulers
21. Dumitru Sandru, Executive Director
Truck Transporters Association of Constanta
Services: Coordinated three training programs for the employees and managers of transportation companies
22. Vasile Baltac, President
Association for Information Technology and Telecommunications (ATIC)
Services: Development of a task force to create a branding strategy for the information technology sector
23. Eugen Preotu, Executive Director
Association for Information Technology and Telecommunications (ATIC)
Services: Created a Romanian Wine Initiative to promote local wines on the global marketplace
24. Adrian Costea, General Director
Chamber of Commerce, Industry and Agriculture of Vaslui
Services: Initiation of a member survey to assess member needs and to gain input on organizational programming.
25. Andrei Robotin, Executive Director
National Association of Tourism Agencies (ANAT)
Services: Creation of the www.romaniantourism.ro website to market the country's tourism potential as well as to provide ANAT members with additional access to global markets

26. Smaranda Constantinescu, Executive Director
Association for Information Technology and Telecommunications (ATIC)
Services: Initiation of a branding effort to create an image for the Romanian information technology industry
27. Dragos Raducan, Executive Director
National Association of Tourism Employers
Services: Creation of a Romanian Tourism Employers Federation to unite the major tourism associations and to create a common voice on issues that affect the sector
28. Gheorghe Rusu, President
Association of Internet Service Providers
Services: Development of a task force to create a branding strategy for the information technology sector
29. Aurel Rizea, Executive Director
Association of Furniture Producers of Romania (APMR)
Services: Initiated a fact finding trip to the International Home Furnishings Exhibition in High Point, North Carolina in order to determine APMR members capacity to re-enter the U.S. market
30. Vasile Lazar, Executive Director
Alliance for Economic Development of Romania (ADER)
Services: Development of an advocacy campaign to promote economic development initiatives within Romania.
31. Maria Grapini, President
Association of Female Managers of Timisoara
Services: Development of a profession facilitator's workshop for the leadership of the association.
32. George Cojocaru, President
Chamber of Commerce and Industry of Romania and Bucharest
Services: Co-Sponsored Open Doors Campaign Advocacy Days to develop grassroots support for the T-3, Pro Globe, and Tech 21 legislative agendas
33. Ciubotariu Tincuta
Association of Handicrafters "Neamtanca"
Services: Developed a catalogue of handicrafts within the region and created a marketing and distribution process to ensure market access for members
34. Dan Ganciu
Chamber of Commerce and Industry of Iasi
Services: Creation of an advocacy initiative to gain input and involvement from members in the legislative process

35. Florin Rotaru
 Organization of Ready Made Clothes Small and Medium Sized Enterprises (OCIMM)
 Services: Collaborated with the Federation of Light Industrial Employers and a consulting firm to provide training and consulting services for members that need assistance in marketing, access to global markets, and process improvement
36. Monica Misca
 Chamber of Commerce and Industry of Timisoara\
 Services: Development of a program to assist members in access EU and US markets. The program includes technical assistance, marketing support, consulting services, process improvement, and other economic development support
37. Mihail Berindei
 Association of Producers of Consumable Imprinting Cartridges (ARERO)
 Services: Developed a strategic plan to recruit membership, as well as a marketing publication to assist in the retention and recruitment efforts
38. Eugenia Pop
 Chamber of Commerce and Industry of Bistrita Nasaud
 Services: Implemented a community development process that solicits structured input from representatives of government, the business community and citizens at large. The culmination of this effort was the creation of a community action strategy for job creation and community improvement
39. Cristian Munthiu, President
 American Romanian Business Support Association (ARBUS)
 Services: Developed a collaboration with the Association of International Mayors and coordinated a visit of selected mayors to Romania to exchange ideas and expertise with members
40. Ayten Lale Ilie-Ablachim, Executive Director
 Center for Promotion of SMEs in Tulcea
 Services: Created new training programs for members including workshops on financing, business planning, marketing, and international trade
41. Herman Rosner, President
 Chamber of Commerce and Industry of Covasna
 Services: Developed a legislative agenda that is based on the results of a survey sent to members of the association
42. Radu Climescu, President
 Chamber of Commerce of Neamt
 Services: Created a new membership strategy that included a community survey, focus groups, and technical assistance
43. Horia Motit, President
 Romanian Association of Automation and Instrumentation
 Services: Created new marketing materials for use in membership recruitment and retention

44. Ciprian Visan, President
Pro Invest Association
Services: Developed a legislative agenda that is based on the results of a survey sent to members of the association
45. Elena Cismaru, President
Association of Manager Women of Valcea
Services: Developed a training program called WINNER that provides unemployed and underemployed women with computer skills
46. Mihae Handolescu, President
Valcea Tourism Association
Services: Developed a database of tourism attractions and operators in the Valcea area
47. Gheorghe Marcas, President
Chamber of Commerce of Maramures
Services: Developed a program called “The Café for Business People” that offers seminars, symposiums and round table discussions on issues related to private sector development
48. Domnica Cotet, President
Association for Innovation and Technology Transfer
Services: Implementation of a seminar series on export issues. The series was created with the assistance of CIPE volunteer expert Jake Dahlstrom
49. Cristian Parvan, President
Chamber of Commerce and Industry Calarasi
Services: Creation of the “Local Center for Information Technology, Communication, and Software”. The team from this center created a website for the association
50. Dan Angheliescu, President
National Employers Association
Services: Participated within working commissions to develop an economic development strategy for Romania that was submitted to the European Commission in Brussels, Belgium
51. Mircea Florescu, President
Chamber of Commerce and Industry of Brasov
Services: Creation of an export promotion program for members that includes consulting services, assistance with customs regulations, and information disbursement
52. Adrian Nicolaescu, Vice President
Chamber of Commerce and Industry of Arges
Services: Created a Spanish-Romanian Chamber of Commerce in Pitesti in order to better serve the minority community as well as to generate international economic development leads

53. Daniela Culic, General Manager
 Chamber of Commerce and Industry of Satu Mare
 Services: Increased the scope of and the participation in the “Satu Mare Top Companies” event that provides both visibility and revenue for the Chamber
54. Marilena Stoica, Secretary General
 Chamber of Commerce and Industry of Bacau
 Services: Increased the number of economic missions to 24 and at the same time increased member participation in the missions
55. Petre Tamas, President
 Employers and Craftsmen Association (APM)
 Services: Created a legislative strategy to defend the interest of employers in the Cluj-Napoca region. Collaborated with other business associations in the area to ensure the effectiveness of the legislative effort
56. Vasili Rosca, President
 Chamber of Commerce and Industry of Vrancea
 Services: Increased the aesthetic appeal and distribution of the association newsletter Curierul Economic, which includes important business information
57. Mihai Caravan
 Chamber of Commerce and Industry of Neamt County
 Services: Romanian Association Membership Program
58. Livia Sima
 Maramures Tourism Association
 Services: Maramures Tourism Brochure; Maramures Tourism Road Shows
59. Stela Curt Mola
 Constanta Chamber of Commerce, Industry and Navigation
 Services: Romanian Association Membership Program
60. Liviu Pandeale, President
 Small Investors Association of Romania
 Services: Advocacy support on Minority Shareholders Rights. Creation of an informative publication for members.
61. Ladislzlau Hathazi, Executive Manager
 Small Investors Association
 Services: Advocacy support on Minority Shareholders Rights. Creation of an informative publication for members.
62. Viorel Marin, Vice President
 UGIR 1903
 Services: Enhancement of Trade Mission to New York and expansion of member services in the area

63. Doris Stoian, CEO
Association of Millers and Bakers
Services: Planning Committee for the Trade Mission to New York and re-designed a membership publication to focus on the marketing of programs and services.
64. Alexandru Mustea, Executive Director
National Association of Software Companies (ANIS)
Services: Involvement in the Tech 21 Coalition and the development of an advocacy strategy to initiate passage of three ITC laws.
65. Paul Marasoiu, President
Romanian Convention Bureau
Services: Creation of a membership newsletter and involvement in the Tech 21 Coalition to initiate passage of tourism industry initiatives.
66. Valentine Calin, Executive Director
Romanian Convention Bureau
Services: Development of a newsletter, advocacy strategy, and membership campaign plan.
67. Gabriel Laslu, President
Association of Producers and Users of Equipment for Environmental Protection (UNIMED)
Services: Development of an advocacy strategy focusing on the passage of environmental legislation and the protection of members interests within the area of environmental law.
68. Cornel Sburlan
Association of Producers and Users of Equipment for Environmental Protection (UNIMED)
Services: Participation in UGIR 1903's Trade Mission to New York to provide more contacts and opportunities for members.
69. Liliana Anton
Association of Producers and Users of Equipment for Environmental Protection (UNIMED)
Services: Development of an advocacy strategy focusing on the passage of environmental legislation and the protection of members interests within the area of environmental law.
70. Elena Laslu, President
Business Opportunities for Women (BOW)
Services: Development of additional training programs for women managers and the re-design of marketing initiatives aimed at identifying and accessing potential joint ventures between women-owned firms and foreign and domestic companies.

71. Doina Mesteru, Vice President
Business Opportunities for Women (BOW)
Services: Development of additional training programs for women managers and the re-design of marketing initiatives aimed at identifying and accessing potential joint ventures between women-owned firms and foreign and domestic companies
72. Rodica Barbuta, Vice President
Business Opportunities for Women (BOW)
Services: Development of additional training programs for women managers and the re-design of marketing initiatives aimed at identifying and accessing potential joint ventures between women-owned firms and foreign and domestic companies
73. Lucia Ovezza, Vice President
Business Opportunities for Women (BOW)
Services: Development of additional training programs for women managers and the re-design of marketing initiatives aimed at identifying and accessing potential joint ventures between women-owned firms and foreign and domestic companies
74. Iolanda Mihalache, Vice President
Business Opportunities for Women (BOW)
Services: Development of additional training programs for women managers and the re-design of marketing initiatives aimed at identifying and accessing potential joint ventures between women-owned firms and foreign and domestic companies
75. Ioan Constantinescu, Primary Vice President
Employers Association of Cluj County
Services: Development of new membership and marketing publication.
76. Mihai Liliana, Consilier
National Association of Romanian Furniture Producers (APMR)
Services: Participation in the International Home Furnishings Exhibition to promote Romanian furniture products and the development of a membership strategy to increase the economic and service potential of the association.
77. Alexandru Borcea, President
Romanian Association for Economics and Software (ARIES)
Services: Involvement in the Tech 21 Coalition to advocate for the passage of three significant ITC sector initiatives. Re-design of BINARY Trade Show to better focus on member needs.
78. Florin Vrejoiu, Vice President
Romanian Association for Economics and Software (ARIES)
Services: Involvement in the Tech 21 Coalition to advocate for the passage of three significant ITC sector initiatives. Re-design of BINARY Trade Show to better focus on member needs.
79. Cristian Munthiu, President
American Romanian Business Support Association (ARBUS)

Services: Development of additional joint-venture and investment strategies to ensure the ability of members to access foreign markets.

80. Silvia Tiganetea, Operations Manager
Constanta Chamber of Commerce, Industry and Navigation
Services: Re-establishment of the Black Sea Hotel Federation as a viable association to serve the needs of the area hotel owners. Creation of a Transportation and Freight Haulers Association to address the needs of truck transporters.
81. Ion Pop, Director
Chamber of Commerce and Industry of Romania and Bucharest
Services: Development of a virtual mall to showcase Romanian products and to create joint ventures between Romanian and international companies.
82. Bodgan Grigore, Economist
Chamber of Commerce and Industry of Romania and Bucharest
Services: Development of a Competitiveness Conference to increase dialogue and spawn active discussion on the issue of competitiveness.
83. Mario Duma, Vice President
Chamber of Commerce and Industry of Romania and Bucharest
Services: Development of a virtual mall to showcase Romanian products and to create joint ventures between Romanian and international companies.
84. Adrian Nicolescu, Vice President
Chamber of Commerce, Industry and Agriculture of Arges
Services: Creation of a web-based product to enhance the ability of members to access potential joint ventures with international companies.
85. Vasile Gherman, Executive Director
Chamber of Commerce, Industry and Agriculture of Bihor
Services: Creation of an advocacy strategy to protect the needs of members.
86. Hermann Rosner, President
Chamber of Commerce, Industry and Agriculture of Covasna
Services: Involvement in the T-3 Coalition to promote the needs of the tourism sector.
87. Tus Florentine, Secretary General
Chamber of Commerce, Industry and Agriculture of Maramures
Services: Involvement in the T-3 Coalition to promote the needs of the tourism sector.
88. Ion Mante, Vice President
Chamber of Commerce, Industry and Agriculture of Cluj
Services: Involvement in the Coalition of Romanian Manufacturers to promote the interests of the manufacturing sector. Development of additional marketing materials to promote the associations programs and services.
89. Ioan Popine, Counselor
Chamber of Commerce, Industry, and Agriculture of Cluj

- Services: Involvement in the Coalition of Romanian Manufacturers to promote the interests of the manufacturing sector.
90. Corina Dragomirescu, Vice President
Private Entrepreneurs Confederation of Timis County
Services: Initiated the PARTNER Project with Serbian business associations to promote joint ventures and cross-boarder initiatives.
91. Mihaela Crasnaru, Director
National Council for SMEs (CNIPMMR)
Services: Developed a strategy to increase the capacity of national branches to meet the needs of local and regional members.
92. Doina Cociorvei, Director
National Council for SMEs (CNIPMMR)
Services: Developed a strategy to increase the capacity of national branches to meet the needs of local and regional members.
93. Mioria Tudor, Director
Federation of Light Industrial Employers (FEPAIUS)
Services: Developed an advocacy strategy to address member concerns in the areas of taxation and privatization.
94. Maria Stan, Director
Federation of Light Industrial Employers (FEPAIUS)
Services: Developed an advocacy strategy to address member concerns in the areas of taxation and privatization.
95. Ioan Lucian, President
Employers Federation of Bihor County
Services: Developed an advocacy strategy to address member concerns in the areas of taxation and privatization.
100. Ioan Popa Baci, Executive Director
Employers Federation of Bihor County
Services: Developed an advocacy strategy to address member concerns in the areas of taxation and privatization.
101. Elena Nemes, President
National Employers Association: Fagaras Branch
Services: Development of a Rural Business Unit to provide business and consultation services as well as training.
102. Gheorghe Carje, Vice President
National Employers Association: Fagaras Branch
Services: Development of a Fagaras Business Center to provide business and consultation services as well as training.
103. Mihai Rajnita, Executive Director
Romanian Hotel Industry Federation (FIHR)

Services: Development of an on-line reservation system for the hotel industry.

104. Cristina Grigorescu, President

Association of Entrepreneurial Women in Romania (AFIR)

Services: Creation of an advocacy strategy to address women's issues in the areas of business as well as social development.

105. Sorina Cucuta, Vice President

Association of Entrepreneurial Women in Romania (AFIR)

Services: Creation of an advocacy strategy to address women's issues in the areas of business as well as social development.

106. Maria Stoian, President

National Association for Rural, Cultural, and Ecological Tourism (ANTREC)

Services: Involvement in the T-3 Coalition to address the advocacy needs of rural tourism enterprises.

107. Marian Moroianu, President

Truck Transporters Association of Constanta

Services: Creation of the association and the establishment of three initial programs in the areas of advocacy, publications, and technology.

108. Dumitru Sandru, Executive Director

Truck Transporters Association of Constanta

Services: Creation of the association and the establishment of three initial programs in the areas of advocacy, publications, and technology.

109. Vasile Baltac, President

Association for Information Technology and Telecommunications (ATIC)

Services: Involvement in the Tech 21 Coalition to initiate passage of laws to promote the ITC sector.

110. Eugen Preotu, Executive Director

Association for Information Technology and Telecommunications (ATIC)

Services: Involvement in the Tech 21 Coalition to initiate passage of laws to promote the ITC sector.

111. Dascalu Constantin, Vice President

Chamber of Commerce, Industry and Agriculture of Dolj

Services: Initiation of a member survey to assess member needs and to gain input on organizational programming.

112. Tudor Curpanaru, Executive Director

Chamber of Commerce, Industry and Agriculture of Neamt County

Services: Involvement in the T-3 Coalition to support the development of the tourism industry.

113. Valantin Cismaru, President

Chamber of Commerce, Industry and Agriculture of Valcea

Services: Initiation of a membership publication to increase member knowledge of services and programs.

114. Andrei Robotin, Executive Director
National Association of Tourism Agencies (ANAT)
Services: Involvement in the T-3 Coalition to support the development of the tourism industry.
115. Sorina Bradea, President
Association of Entrepreneurial Women in Bihor
Services: Development of training programs in the areas of entrepreneurship and business development.
116. Mihai Ionescu, Secretary General
National Association of Importers and Exporters (ANEIR)
Services: Enhancement of the ANEIR website to attract potential investment and joint venture opportunities to member companies.
117. Dumitrache Dima, Director
National Association of Importers and Exporters (ANEIR)
Services: Enhancement of the ANEIR website to attract potential investment and joint venture opportunities to member companies.
118. Octavian Olaru, Director
National Association of Importers and Exporters (ANEIR)
Services: Enhancement of the ANEIR website to attract potential investment and joint venture opportunities to member companies.
119. Constanta Chitiba, Director
National Association of Importers and Exporters (ANEIR)
Services: Creation of an advocacy strategy to focus on the needs of Romanian importers and exporters.
120. Virginia Gheorghiu, President
Business People's Association
Services: Development of a new marketing publication to promote the association's programs and services.
121. Septembiu Sfintescu, Executive Director
Association of Plastic Processors and Producers (ASPAPLAST)
Services: Development of an advocacy strategy to address the needs of plastics processors and producers.
122. Smaranda Constantinescu, Executive Director
Association for Information Technology and Telecommunications (ATIC)
Services: Involvement in the Tech 21 Coalition to promote the interests of the ITC sector.
123. Dan Baclesanu, Field Director
National Council for SMEs in Dolj

Services: Development of a marketing publication to provide information to members as to the association's programs and services.

124. Viorel Prisecaru, Field Director

National Council for SMEs in Galati

Services: Development of a marketing publication to provide information to members as to the association's programs and services.

125. Cornelia Buanta, Vice President

National Federation of Tourism Employers

Services: Involvement in the T-3 Coalition to support the development of the tourism industry. Initiation of a membership survey to identify member expectations.

126. Tatiana Rusu, Executive Director

Employers Association of Neamt

Services: Development of an advocacy strategy to promote the interests of local employers.

127. Alexandru Petrovici, Vice President

National Employers Federation

Services: Development of a trade initiative to enhance joint ventures and to develop cooperation with international companies.

128. Loredana Melencu, Human Resources

Federation of Light Industrial Employers (FEPAIUS)

Services: Creation of a marketing strategy to better communicate the association's goals to its members.

2.5 WOMEN FROM BSOs WITH TESTED ABILITY IN MANAGEMENT

The following criteria was used to identify the women from BSOs that exhibited tested ability in management:

- A. Technical Assistance: Women that received technical assistance through attendance at two or more CIPE management workshops or through working with a volunteer/policy expert.
- B. Implementation of Management Ideas: Women that integrated cutting-edge management concepts learned through CIPE's technical assistance programs into their business associations.
 - 1. Olga Grigore
Chamber of Commerce and Industry Bacau
 - 2. Ani-Maria Nitu
Chamber of Commerce and Industry Bacau
 - 3. Rodica Mihai
Association of United Women of Iasi
 - 4. Silvia Tiganetea
Chamber of Commerce and Industry Constanta
 - 5. Stela Curt Mola
Chamber of Commerce and Industry Constanta
 - 6. Anemari Marcusan
Romanian E-Commerce Association
 - 7. Nicoleta Misica
Association of Women in Rural Areas
 - 8. Maria Grapini
Association of Female Managers of Timis County
 - 9. Monica Dobinda
Association of Female Managers of Timis County
 - 10. Daniel Gorovei
Association of Female Managers of Timis County
 - 11. Ileana Ciudin
Association of Female Managers of Timis County
 - 12. Teodora Iezdimir

Association of Female Managers of Timis County

13. Melina Iliescu
Association of Female Managers of Timis County
14. Tatiana Rusu
Inter-Professional Employers Group of Neamt County
15. Emilia Ionescu
Aid to Artisans
16. Tincuta Ciubotariu
Association of Handicrafters “Neamtanca”
17. Dana Agape Comsa
Chamber of Commerce and Industry of Iasi
18. Mariana Petcu
Chamber of Commerce and Industry of Iasi
19. Gabriela Ilisan
Association of Female Managers of Sibiu
20. Adriana Barbu
Association of Female Managers of Sibiu
21. Nanette Pirvu
Association of Female Managers of Iasi
22. Mihaela Anghelescu
Association of Female Managers of Iasi
23. Lejla Spaho
Business Opportunities for Women
24. Elena Laslu
Business Opportunities for Women
25. Ordog G. Eva
Association of Female Managers of Covasna
26. Monica Secosan
Association of Women Entrepreneurs of Timisoara
27. Ioana Cosmina Buzdugan
Association of Women Entrepreneurs of Timisoara
28. Adriana Ispas
Chamber of Commerce and Industry of Brasov

29. Elena Stoica
Association of Female Managers of Ialomita
30. Ana Lache
Association of Female Managers of Ialomita
31. Daniela Ianus
Association of Female Managers of Ialomita
32. Elena Cremenescu
Chamber of Commerce and Industry of Romania
33. Adina Badica
Chamber of Commerce and Industry of Romania
34. Mihaela Predescu
Chamber of Commerce and Industry of Romania
35. Julieta Francis
Chamber of Commerce and Industry of Romania
36. Mariana Dicianu
Chamber of Commerce and Industry of Romania
37. Mihaela Dragan
Chamber of Commerce and Industry of Romania
38. Dr. Cornelia Rotaru
Chamber of Commerce and Industry of Romania
39. Odetta Catana
Association of Female Managers of Calarasi
40. Jeni Costachescu
Association of Female Managers of Calarasi
41. Anca Aldoiu
Association of Female Managers of Calarasi
42. Emilena Savu
Association of Female Managers of Calarasi
43. Iolanda Mihalache
Association of Business Women in Romania
44. Daniela Anton
Association of Business Women in Romania
45. Luana Popa

Association of Female Managers of Brasov

46. Alina David
Association of Female Managers of Brasov
47. Elena Manole
Association of Female Managers of Mehedinti
48. Mariana Cuzga
Chamber of Commerce and Industry of Vaslui
49. Adriana Costea
Chamber of Commerce and Industry Vaslui
50. Gabriela Chiriac
Association of Women Entrepreneurs of Galati
51. Elena Butusina
Association of Female Entrepreneurs of Mehedinti
52. Sorina Bradea
Association of Female Entrepreneurs of Oradea
53. Ionela Darie
Association of Female Entrepreneurs of Bucharest
54. Sorina Cacuta
Association of Female Entrepreneurs of Bucharest
55. Corina Tiganas
Association of Female Entrepreneurs of Bucharest
56. Cristina Grigorescu
Association of Female Entrepreneurs of Bucharest
57. Ayten Lale Ilie-Ablachim
Association of Small and Medium Sized Enterprises in Tulcea
58. Narcisa Zaharia
Chamber of Commerce and Industry of Valcea
59. Elena Cismaru
Association of Female Managers of Valcea
60. Victoria Preda
Association of Female Managers of Valcea
61. Iliena Cocisiu
Chamber of Commerce and Industry of Suceava

62. Magda Tepoi
Regional Chamber of Commerce and Industry of Northeast Romania

2.6

INCREASE IN PERCENTAGE OF WOMEN IN SENIOR MANAGEMENT AND BOARD POSITIONS

The following criteria was used to determine the number of women in BSOs that assumed senior management positions on either the staff or board of directors of a business association:

- A. Benchmarking Survey: A benchmarking survey was conducted during each year of the project in order to measure the increase in percentage of women assuming management positions.
- B. Measurement: Assuming a management position, for purposes of this project, meant that a woman was either promoted to a staff management position or was elected to an organization's board of directors.

BSO	% of Women in Senior Management			
	2001	2002	2003	% Increase
AFIR	100%	100%	100%	0%
American Romanian Business Support Association	35%	55%	54%	19%
Association for the Promotion of SMEs Tulcea	19%	23%	25%	6%
Association of Female Managers of Romania	100%	100%	100%	0%
Association of Furniture Producers	0%	0%	12%	12%
Association of Plastics Producers	0%	0%	0%	0%
Bucovina Tourism Promotion Association	0%	50%	50%	50%
Business Opportunities for Women	100%	100%	100%	0%
Chamber of Commerce and Industry Alba	5%	5%	8%	3%
Chamber of Commerce and Industry Arges	20%	40%	40%	20%
Chamber of Commerce and Industry Bacau	43%	47%	52%	9%
Chamber of Commerce and Industry Cluj	58%	63%	65%	7%
Chamber of Commerce and Industry Constanta	60%	59%	62%	2%
Chamber of Commerce and Industry Dambovita	0%	0%	0%	0%
Chamber of Commerce and Industry Iasi	5%	14%	15%	10%
Chamber of Commerce and Industry of Romania	50%	50%	55%	5%
Chamber of Commerce and Industry Piatra Neamt	0%	0%	10%	10%
Chamber of Commerce and Industry Satu Mare	100%	100%	100%	0%
Chamber of Commerce and Industry Timisoara	28%	42%	44%	16%
Chamber of Commerce and Industry Valcea	25%	36%	38%	13%
Industrial Employers Association of Cluj	0%	0%	0%	0%
Northeast Region Chamber of Commerce (Iasi)	0%	100%	100%	100%
Romanian E-Commerce Association	50%	75%	75%	25%
UNIMED	60%	65%	65%	5%
Women's Association of Romania	100%	100%	100%	0%
Total Increase of Women in Senior Management				12.48%

Women on Board of Directors
of BSOs

BSO	Number of Women on Board of Directors			
	2001	2002	2003	% Increase
AFIR				
American Romanian Business Support Association	2	3	4	50%
Association for the Promotion of SMEs Tulcea	3	3	3	0%
Association of Female Managers of Romania	16	16	16	0%
Association of Furniture Producers	0	0	1	100%
Association of Plastics Producers	4	6	6	43%
Bucovina Tourism Promotion Association	1	5	6	80%
Business Opportunities for Women	13	12	12	-8%
Chamber of Commerce and Industry Alba	0	1	1	100%
Chamber of Commerce and Industry Arges	1	3	2	50%
Chamber of Commerce and Industry Bacau	0	0	0	0%
Chamber of Commerce and Industry Cluj	3	5	5	40%
Chamber of Commerce and Industry Constanta	5	6	5	0%
Chamber of Commerce and Industry Dambovita	0	0	0	0%
Chamber of Commerce and Industry Iasi	4	7	6	43%
Chamber of Commerce and Industry of Romania	13	11	13	0%
Chamber of Commerce and Industry Piatra Neamt	2	3	3	43%
Chamber of Commerce and Industry Satu Mare	1	3	3	77%
Chamber of Commerce and Industry Timisoara	2	5	4	50%
Chamber of Commerce and Industry Valcea	0	0	1	100%
Industrial Employers Association of Cluj	2	4	4	50%
Northeast Region Chamber of Commerce (Iasi)	0	0	0	0%
Romanian E-Commerce Association	1	1	2	50%
UNIMED	2	3	3	43%
Women's Association of Romania	11	13	13	15%
Total Increase of Women in Board of Directors Positions				38.58%

2.7

BSOs THAT ARE FINANCIALLY SUSTAINABLE

The following criteria was used to assess the financial sustainability of BSOs:

- A. Adherence to International Best Practices Model: The associations considered financially sustainable must adhere to the international best practices model developed by CIPE in its work around the world. The four premises of this model are:
 - a. Membership revenue of not less than 30% nor more than 70%; or
 - b. Non-dues (non governmental) revenue of not less than 20% nor more than 50%; or
 - c. Donor revenue of not more than 40%; and
 - d. Development of a strategic financial plan.

- B. Baseline Analysis: The associations must have been judged non-financially sustainable under CIPE's baseline analysis conducted July-September 2000.

2.8 LEGISLATIVE PROPOSALS ISSUED BY BSOs TO THE GOVERNMENT OF ROMANIA

The following criteria was used to identify the specific proposals submitted to the Government of Romania by BSOs:

- A. Development of Proposals: The proposals must have been developed either because of CIPE's direct technical assistance, or through its advocacy network, The Open Doors Campaign.
- B. Submission of Proposals: The proposals must have been submitted to an appropriate government official for consideration *and* received some type of feedback from that official concerning its status.

Proposals Submitted to the Romanian Government as Part of the Romanian Business Association Development Project 2000-2003

Analysis of Information in Sections 2.8 and 2.9

Proposals	Initiated By	Status
Development of Regional Tourism Bureaus	T-3 Coalition	Approved
Opposition to 19% VAT on Foreign Tourists	T-3 Coalition	Rejected
Creation of an Advisory and Spending Review Oversight Committee	T-3 Coalition	No Action
Reduction/Alleviation of the 3% Special Fund Tax	T-3 Coalition	Approved
Development of Minimum Quality Standards for Tourism Businesses	T-3 Coalition	No Action
Creation of Law Assessing Specific Environmental Penalties	Pro Globe Coalition	No Action
Assessment of Actual and Punitive Damages for Environmental Cleanup	Pro Globe Coalition	No Action
Development of a Marketing Campaign to Promote Environmental Awareness	Pro Globe Coalition	Considered
Reduction/Alleviation of Employment Taxes for Tech Workers	Tech 21 Coalition	Approved
Initiation of a Tax Credit for Companies that Donate IT Equipment	Tech 21 Coalition	Approved
Reduction of VAT and Customs Duties on Computer Hardware and Software	Tech 21 Coalition	No Action
Support for Passage of Electronic Signature Law	Tech 21 Coalition	Approved
Law Regulating Direct Advocacy Activities	Open Doors Campaign	Approved
Analysis of SME Regulations	Open Doors Campaign	Approved
Development of Strategic Competitiveness Plan for SMEs	Open Doors Campaign	Approved
Analysis of Current Taxes and Duties with those of Competing Countries	Pro Globe Coalition	No Action
Reduction of Tariffs on Electric and Gas Utilities	Pro Globe Coalition	Rejected
Development of a Consistent Legal Framework	Pro Globe Coalition	No Action
Creation of an Environmental Fund Law	Pro Globe Coalition	No Action
Fiscal Impact Statement Law	Pro Globe Coalition	Considered
Support for Passage of Freedom of Information Act	Multiple	Approved
Opposition to Specific Elements of the Romanian Labor Code	Pro Globe Coalition	Considered
Thirteen Proposed Changes to Labor Code	Pro Globe Coalition	Considered
Opposition to Initiation of a Road Tax	ATRC	Approved
Support for Anti-Bureacracy Measures Promoted by IRIS	Open Doors	Approved

	Campaign	
Recommended Changes in Anti-Corruption Law Procedures	Multiple	Considered
Recommended Changes in Romanian Customs Regime	ANEIR	Considered
	Advocacy	
Recommended Modification of Labor Classification Code	Academy	Considered
Law Protecting the Intellectual Property Rights of ITC Companies	Tech 21 Coalition	Approved
Exemption of Certain Foreign Citizens from Immigration Law	AMCHAM	Approved
Adoption of Business Ethics Code	AMCHAM	Approved
Granting of Fiscal Facilities to Rural Tourism Enterprises	ANTREC	Approved
Harmonization of Romanian Accounting Standards with International Standards	Multiple	Approved
Creation of an Action Plan for the Development of Romanian Business	AMCHAM	Approved
	Open Doors	
Alleviation of Duplicative Licenses and Procedures	Campaign	Approved
Creation of Hotel Classification Standards	T-3 Coalition	No Action
Harmonization of OECD, SABA and BSE Corporate Governance Codes	CIPT	No Action
	Open Doors	
Support for OECD Corporate Governance Code	Campaign	Approved
Recommendation of Business Advisory Committee on Labor Code	Advocacy Academy	Considered
Legislation Authorizing Specific Penalties for Violence Against Women/Children	AWE Timisoara	Approved
Creation of Private For-Profit Technology Parks	Tech 21 Coalition	Approved

Approved: 11 initiatives fully adopted; 10 partially adopted

Considered: Still under consideration by the Government of Romania; Feedback Received

No Action: No Feedback Received

NARRATIVE ON PROPOSALS SUBMITTED TO THE GOVERNMENT OF ROMANIA

1. Development of a Regional Tourism Promotion Bureaus to be governed by a board of directors consisting of elected members as well as a representative of the Ministry of Tourism and the county council. STATUS: Approved by Ministry of Tourism. First Regional Tourism Bureau initiated in Bucovina. PROPOSED BY: T-3 Coalition
2. Opposition to the Ministry of Finance proposal to initiate 19% VAT on international tourists, as this will negatively impact Romanian tourism at a time when gains are being made. The plan proposed by the T-3 Coalition would reduce this amount to 6% (it is currently 0%) and defer it for one year so the offers already received by tourism entities this year will not be affected. STATUS: Government of Romania approved the assessment of a 19% VAT tax on foreign tourists, but agreed to a) only assess the tax on tourism contracts signed after June 1, 2002 in order not to negatively impact tourism enterprises that already had signed contracts on the date of implementation and b) to phase in the assessment of the tax over two years. PROPOSED BY: T-3 Coalition
3. Creation of an advisory Review and Spending Oversight Committee made up of seven business association representatives from the tourism sector that are nominated by the associations. STATUS: Proposal submitted to the Ministry of Tourism and discussed but no action taken. PROPOSED BY: T-3 Coalition
4. Reduction/alleviation of the 3% special fund tax paid by tourism enterprises. STATUS: The special fund tax was cancelled as of June 2003. PROPOSED BY: T-3 Coalition
5. Development of minimum quality standards for tourism enterprises that includes health, safety and service standards. STATUS: Under consideration by both the Ministry of Tourism and Ministry of Labor. PROPOSED BY: T-3 Coalition
6. Passage of a law assessing the liability for environmental cleanup to the companies and individuals whose actions cause environmental calamities. STATUS: Submitted to the Ministry of Environment and the Ministry of Tourism. No action taken. PROPOSED BY: Pro Globe Coalition
7. Assessment of specific punitive penalties per violation for companies whose actions cause environmental damage. STATUS: No action taken. PROPOSED BY: Pro Globe Coalition
8. Development of a marketing campaign to promote public awareness of the importance of environmental stewardship. STATUS: Under consideration by the Ministry of Environment. PROPOSED BY: Pro Globe Coalition
9. Reduction/alleviation of employment taxes for technology workers so as to increase employment and wages in technology career fields. STATUS: Approved by the Government of Romania. PROPOSED BY: Tech 21 Coalition

10. Creation of a tax credit for information technology companies that donate computer equipment, software, or training to schools. STATUS: Approved by Ministry of Education and Ministry of IT&C, under consideration by Ministry of Finance. PROPOSED BY: Tech 21 Coalition
11. Reduction of the VAT on computers and software from 19% to 5% in order to allow more availability to Romanians. This includes an alleviation of customs duties as well. STATUS: Submitted to Finance Ministry. No action taken. PROPOSED BY: Tech 21 Coalition
12. Support for the passage of an electronic signature law in order to initiate growth in e-commerce applications. STATUS: Adopted by the Government of Romania. The Tech 21 Coalition supported the measure. PROPOSED BY: Tech 21 Coalition
13. The Open Doors Campaign proposed that a law regulating direct advocacy activities be drafted in such a way as to define the legality of these activities and to set up fair and transparent procedures to initiate lobbying activities. However, the law should NOT include regulation of who can lobby, as the free market will ultimately decide this issue. STATUS: Open Doors Campaign officials asked by Senator Simona Marinescu and Petre Naidin to provide advise/input into the re-drafting of this law. PROPOSED BY: Advocacy Academy Association, Pro Democracy Association and Transparency International
14. Development of a procedure to analyze and monitor the regulations under which SMEs operate, in order to systematically reduce unnecessary bureaucratic constraints. STATUS: In conjunction with IRIS, the Coalitions have supported implementation of anti-bureaucracy initiatives. These initiatives were embraced by several ministries, including the Ministry of SMEs. PROPOSED BY: Pro Globe Coalition
15. Development of a strategic plan for the competitiveness of SMEs in Romania. STATUS: Approved by the Ministry of SMEs. Minister Ciornei asked members of the Pro Globe Coalition to submit nominations for a task force. PROPOSED BY: The National Association for Small and Medium Sized Enterprises
16. Analysis of current taxes and duties in comparison with those of competing countries. STATUS: Submitted to Ministry of Finance. No action taken. PROPOSED BY: Pro Globe Coalition
17. Reduction of tariffs on electric and gas utilities, as they have an unnatural and negative effect on manufacturing competitiveness. STATUS: Submitted to the Ministry of Industry and Ministry of Finance. No action taken. PROPOSED BY: Pro Globe Coalition
18. Development of a consistent legal framework that provides incentives for the development and use of environmental friendly technology within Romanian industries. STATUS: Submitted to the Ministry of Environment. PROPOSED BY: Pro Globe Coalition

19. Creation of an environmental fund law, that will create a partnership between the Government of Romania and manufacturing companies to address mounting environmental concerns as well as to meet EU accession criteria in this area. STATUS: Proposed. No action taken. PROPOSED BY: Pro Globe Coalition
20. Passage of a law mandating that fiscal impact statements be developed and published and public hearings be held on any proposed law that has revenue implications. STATUS: Submitted for consideration. PROPOSED BY: Pro Globe Coalition
21. Support for the passage of a Freedom of Information Act. The Coalitions joined with strategic partners to promote passage of this act. STATUS: Adopted by the Government of Romania. Norms being drafted. PROPOSED BY: Open Doors Campaign Coalitions and Independent Journalists Association.
22. Opposition to specific amendments to the Romanian Labor Code that would negatively impact private sector employers. STATUS: Labor Code Amended in May 2003. PROPOSED BY: Pro Globe Coalition
23. Recommendation of thirteen provisions to modify the amended Romanian Labor Code in order to alleviate the burden placed on private sector employers. STATUS: Ministry of Labor currently analyzing the recommendations. The Ministry agreed to empanel a private sector committee to provide input on future changes to the Code. PROPOSED BY: Pro Globe Coalition and the Advocacy Academy Association
24. Recommendation of specific changes to the Romanian fiscal code, especially in the areas of taxation and regulation. STATUS: Ministry of Finance currently considering the recommendations. PROPOSED BY: The Pro Globe Coalition and the Chamber of Commerce and Industry of Romania and Bucharest
25. Opposition to the initiation of a road tax for transportation and freight hauling companies. The Truck Transporters Association of Constanta led the opposition campaign. STATUS: The road tax was not implemented. PROPOSED BY: The Truck Transporters Association of Constanta
26. Recommendation of anti-bureaucracy measures proposed by the Institutional Reform for the Private Sector project. STATUS: Approximately 30% of reforms adopted, including one-stop centers for business registration. PROPOSED BY: The Open Doors Campaign Coalitions
27. Analysis of the Anti-Corruption Law proposed by the Romanian Government and recommendation of changes in procedures and norms. STATUS: Under consideration by the Romanian Government. PROPOSED BY: The Advocacy Academy Association and Transparency International
28. Recommendation for changes in the Romanian Customs Regime, including modification of categories for certain items by customs officials. STATUS: Under consideration by the Romanian Government. PROPOSED BY: The Pro Globe Coalition and the Association of Importers and Exporters of Romania (ANEIR)

29. Recommended modification of the Labor Classification Code to allow for legislative consultants to become a legal profession in Romania. STATUS: Under consideration by the Romanian Government. PROPOSED BY: The Advocacy Academy Association and Pro Democracy Association
30. Support for the passage of a law to protect intellectual property rights and decrease piracy. STATUS: Passed by the Government of Romania. PROPOSED BY: The Tech 21 Coalition
31. Recommendation for exemption of certain foreign citizens from the new immigration law passed by the Romanian Parliament. STATUS: Government Decision 590/2003 exempted U.S., Swiss and Japanese citizens from certain immigration requirements. PROPOSED BY: The American Chamber of Commerce of Romania
32. Recommendation for adoption of business ethics code by both the Government of Romania and the private sector. STATUS: Code drafted and promoted to the private sector. Certain elements of the code were included in the Anti-Corruption Bill that was passed by the Romanian Parliament. PROPOSED BY: The American Chamber of Commerce of Romania
33. Recommendation for the granting of fiscal facilities to rural tourism enterprises in order to spur development of tourism in outlying areas. STATUS: Approved by the Ministry of Tourism. Rural tourism enterprises are exempt from payment of VAT taxes on foreign tourists, and from payment of the 3% Special Fund Tax on tourism companies (prior to its repeal). PROPOSED BY: The Association for Rural, Cultural, and Environmental Tourism (ANTREC)
34. Support for the harmonization of Romanian accounting standards with international standards. STATUS: Order 705/2003 requires Romanian companies to comply with international accounting standards by November 30, 2003. PROPOSED BY: The American Chamber of Commerce of Romania
35. Creation of an Action Plan for the Development of Romanian businesses. STATUS: Government Decision 586/2003 creates this plan in an effort to continue the growth of Romania's economy. PROPOSED BY: The American Chamber of Commerce of Romania, the Pro Globe Coalition and the Chamber of Commerce and Industry of Romania and Bucharest.
36. Support for the Institutional Reform for the Private Sector (IRIS) proposal to develop industry standards for tourism enterprises. STATUS: The Government of Romania has yet to develop fixed standards, and has not allowed business associations to implement their own quality programs. PROPOSED BY: The T-3 Coalition
37. Support for the IRIS initiative alleviating duplicative procedures in licensing and registering tourism enterprises. STATUS: Some procedures were eliminated and One Stop Centers were established in six communities to ensure non-bureaucratic processes for all businesses. PROPOSED BY: The T-3 Coalition

38. Support for the IRIS initiative to create hotel classification standards that correspond with European Union mandates. STATUS: The Ministry of Tourism (now an agency) has not developed consistent standards and has not allowed the business associations to develop their own rating mechanisms. PROPOSED BY: The T-3 Coalition
39. Support for the harmonization of the OECD, SABA (Strategic Alliance of Business Associations) and Bucharest Stock Exchange Corporate Governance Codes. STATUS: CIPE funded a process through the Center for Entrepreneurship Development in Timisoara to harmonize the codes, but no agreement was reached. Further discussions are being held. PROPOSED BY: The Center for Entrepreneurship in Timisoara (CIPT)
40. Support for the Organization for European Cooperation and Development (OECD) effort to create and institutionalize a corporate governance code. STATUS: CIPE co-sponsored the OECD Corporate Governance Conference in 2002 and government ministers, as well as the Prime Minister, agreed to incorporate some of the recommendations into upcoming legislation. To date, this has not occurred. PROPOSED BY: The Open Doors Campaign Coalitions and the American Chamber of Commerce of Romania.
41. Recommendation for the creation of a business advisory committee to provide input into the methodological norms of the Romanian Labor Code. STATUS: Discussed with Minister of Labor Elena Dumitru and it is under consideration by the Ministry. PROPOSED BY: The Advocacy Academy Association
42. Support for legislation providing specific penalties for violence against women and children and for the formation of an advertising campaign to educate the public on this issue. STATUS: Legislation was approved and an advertising campaign initiated. PROPOSED BY: The Association of Women Entrepreneurs of Timisoara

This list includes all major proposals that were submitted, regardless of the action taken by the Government of Romania. As required by the terms of the contract, section 2.9 lists the proposals that were adopted by the Romanian Government.

2.9 BSO PROPOSALS IMPLEMENTED BY THE GOVERNMENT OF ROMANIA

The criteria for identifying BSO proposals implemented by the Government of Romania is as follows:

- A. Initiation of New Legislation: Because of the efforts of a BSO(s), new legislation was initiated by the Government of Romania and recorded in the Official Record of Government Decisions.
- B. Modification of Legislation: Because of the efforts of a BSO(s), legislation was modified to the benefit of the private sector.
 - 1. Development of a Regional Tourism Promotion Bureaus to be governed by a board of directors consisting of elected members as well as a representative of the Ministry of Tourism and the county council. STATUS: Approved by Ministry of Tourism. First Regional Tourism Bureau initiated in Bucovina.
 - 2. Reduction/alleviation of the 3% special fund tax paid by tourism enterprises. STATUS: 3% special fund tax cancelled as of June 2003.
 - 3. Reduction/alleviation of employment taxes for technology workers so as to increase employment and wages in technology career fields. STATUS: Approved by the Government of Romania.
 - 4. Creation of a tax credit for information technology companies that donate computer equipment, software, or training to schools. STATUS: Supported by Ministry of Education and Ministry of IT&C, under consideration by Ministry of Finance.
 - 5. Support for the passage of an electronic signature law in order to initiate growth in e-commerce applications. STATUS: Adopted by the Government of Romania. The Tech 21 Coalition supported the measure.
 - 6. Passage of a law authorizing the development of private technology parks. The first such park is now being developed.
 - 7. The Open Doors Campaign proposed that a law regulating lobbying activities be drafted in such a way as to define the legality of these activities and to set up fair and transparent procedures to initiate lobbying activities. However, the law should NOT include regulation of who can lobby, as the free market will ultimately decide this issue. STATUS: After a major public hearing and input from a private sector commission endorsed by the Ministry of Justice, 80% of the recommendations made by a private sector panel of experts was incorporated into a law that is now being prepared for Parliamentary approval.
 - 8. Development of a procedure to analyze and monitor the regulations under which SMEs operate, in order to systematically reduce unnecessary

bureaucratic constraints. STATUS: In conjunction with IRIS, the Coalitions have supported implementation of anti-bureaucracy initiatives. These initiatives have been embraced by several ministries, including the Ministry of SMEs.

9. Development of a strategic plan for the competitiveness of SMEs in Romania. STATUS: Approved by the Ministry of SMEs. Minister Ciornei asked members of the Pro Globe Coalition to submit nominations for a task force.
10. Support for the passage of a Freedom of Information Act. The Coalitions joined with strategic partners to promote passage of this act. STATUS: Adopted by the Government of Romania. Norms being drafted.
11. Recommendation of thirteen specific changes to the Romanian Labor Code. STATUS: The recommendations, which were developed by a panel of experts after input gained from a public hearing, were submitted to the Minister of Labor. The Minister agreed that the recommendations were appropriate and established a private sector task force to analyze specific sections of the law prior to the creation of the implementation norms.

2.10 POLICY CAMPAIGNS CONDUCTED BY BSOs

The following criteria was used to identify policy campaigns conducted by BSOs:

- A. Development of Campaigns: The campaigns must have been developed either because of CIPE's direct technical assistance, or through its advocacy network, The Open Doors Campaign.
 - B. Media Coverage: The campaign must have been covered by mass media, either local or national in scope.
1. Labor Code: The Pro Globe Coalition of business associations representing the manufacturing sector initiated a policy campaign that recommended thirteen specific changes to the Romanian Labor Code. These recommendations were drafted by a team of experts using input from a public hearing on the subject that was conducted by the Advocacy Academy Association in conjunction with the Pro Globe Coalition.
 2. Environmental Stewardship Law: The Pro Globe Coalition initiated an advocacy campaign to promote the passage of a law assessing both actual and punitive damages on companies that through willful neglect or negligence damage the environment. The Coalition asked that no exclusion be granted to State owned companies as they are some of the biggest violators of current environmental regulations.
 3. Environmental Stewardship Campaign: The Pro Globe Coalition initiated a policy campaign to illicit the government's support for a marketing campaign to encourage Romanians to protect the environment.
 4. Reduction/alleviation of employment taxes for technology workers so as to increase employment and wages in technology career fields.
 5. Creation of a tax credit for information technology companies that donate computer equipment, software, or training to schools. STATUS: Approved by Ministry of Education and Ministry of IT&C, under consideration by Ministry of Finance.
 6. Reduction of the VAT on computers and software from 19% to 5% in order to allow more availability to Romanians. This includes an alleviation of customs duties as well.
 7. Support for the passage of an electronic signature law in order to initiate growth in e-commerce applications.
 8. Development of a Regional Tourism Promotion Bureaus to be governed by a board of directors consisting of elected members as well as a representative of the Ministry of Tourism and the county council. STATUS: Approved by Ministry of Tourism. First Regional Tourism Bureau initiated in Bucovina.
 9. Opposition to the Ministry of Finance proposal to initiate 19% VAT on international tourists, as this will negatively impact Romanian tourism at a time when gains are being made. The plan proposed by the T-3 Coalition would reduce this amount to 6% (it is currently 0%) and defer it for one year so the offers already received by tourism

entities this year will not be affected. STATUS: Government of Romania approved the assessment of a 19% VAT tax on foreign tourists, but agreed to a) only assess the tax on tourism contracts signed after June 1, 2002 in order not to negatively impact tourism enterprises that already had signed contracts on the date of implementation and b) to phase in the assessment of the tax over two years.

10. Creation of an advisory Review and Spending Oversight Committee made up of seven business association representatives from the tourism sector that are nominated by the associations. STATUS: Proposal submitted to the Ministry of Tourism and discussed but no action taken.
11. Reduction/alleviation of the 3% special fund tax paid by tourism enterprises. STATUS: The special fund tax was cancelled as of June 2003.
12. Development of minimum quality standards for tourism enterprises that includes health, safety and service standards. STATUS: Under consideration by both the Ministry of Tourism and Ministry of Labor.
13. Reduction/alleviation of employment taxes for technology workers so as to increase employment and wages in technology career fields. STATUS: Approved by the Government of Romania.
14. Creation of a tax credit for information technology companies that donate computer equipment, software, or training to schools. STATUS: Approved by Ministry of Education and Ministry of IT&C, under consideration by Ministry of Finance.
15. Reduction of the VAT on computers and software from 19% to 5% in order to allow more availability to Romanians. This includes an alleviation of customs duties as well. STATUS: Submitted to Finance Ministry. No action taken. Initiated: Year Two
16. The Open Doors Campaign proposed that a law regulating direct advocacy activities be drafted in such a way as to define the legality of these activities and to set up fair and transparent procedures to initiate lobbying activities. However, the law should NOT include regulation of who can lobby, as the free market will ultimately decide this issue. STATUS: Open Doors Campaign officials asked by Senator Simona Marinescu and Petre Naidin to provide advise/input into the re-drafting of this law.
17. Development of a procedure to analyze and monitor the regulations under which SMEs operate, in order to systematically reduce unnecessary bureaucratic constraints. STATUS: In conjunction with IRIS, the Coalitions have supported implementation of anti-bureaucracy initiatives. These initiatives were embraced by several ministries, including the Ministry of SMEs
18. Reduction of tariffs on electric and gas utilities, as they have an unnatural and negative effect on manufacturing competitiveness.
19. Development of a consistent legal framework that provides incentives for the development and use of environmental friendly technology within Romanian industries.

20. Creation of an environmental fund law, that will create a partnership between the Government of Romania and manufacturing companies to address mounting environmental concerns as well as to meet EU accession criteria in this area.
21. Passage of a law mandating that fiscal impact statements be developed and published and public hearings be held on any proposed law that has revenue implications.
22. Support for the passage of a Freedom of Information Act. The Coalitions joined with strategic partners to promote passage of this act.
23. Recommendation of specific changes to the Romanian fiscal code, especially in the areas of taxation and regulation.

2.11

COLLABORATIVE ALLIANCES BETWEEN BSOs AND THINK TANKS

The following criteria was used to identify collaborative alliances between BSOs and think tanks:

- A. Development: The alliances must have been developed either with direct assistance from CIPE or because of its technical assistance programs.
 - B. Sustainability: The alliances must have been sustainable for a period of time coinciding with a particular project or issue, and not just for a specific event.
1. Open Doors Campaign (T-3 Coalition and Tech 21 Coalition) and the Center for Independent Journalism
Issue: Freedom of Information Act
Overview: In conjunction with the Center for Independent Journalism and other collaborators, members of the Coalitions played a role in planning a strategy, which led to the passage of Romania's first Freedom of Information Act. Through events such as the Open Doors Campaign National Advocacy Tour and the Open Doors Campaign Advocacy Days, organizers of the Freedom of Information Act campaign were provided a forum with government officials and Members of Parliament.
 2. Confederation of Private Entrepreneurs, The Strategic Alliance of Business Associations, and the Organization for Economic Cooperation of Europe (OECD)
Issue: Corporate Governance Code
Overview: The Confederation of Private Entrepreneurs and the Strategic Alliance of Business Associations, a think tank representing a consortium of business organizations, launched a process to harmonize Romania's corporate governance codes. During this process, CIPT and SABA brought together leaders from the Bucharest Stock Exchange, Minority Shareholders Association, the Organization for the Economic Cooperation of Europe (OECD), and others to initiate a joint voluntary code. Meetings are still being held between key players.
 3. The Open Doors Campaign (T-3 Coalition and Tech 21 Coalition) with the Center for Legal Resources.
Issue: Law for Establishing Advocacy as a Profession
Overview: The Coalitions collaborated with the Center for Legal Resources and the Pro Democracy Association to assist in the drafting of a law that establishes guidelines for advocacy professionals. The law includes rules of conduct, reporting procedures, and legal requirements. Work continues on this project, with the goal of initiating passage of such a law in 2003.
 4. The Strategic Alliance of Business Associations and the Center for Entrepreneurial Studies (CISA)
Issue: Corporate Governance and Business Ethics
Overview: The Strategic Alliance of Business Associations, along with the American Chamber of Commerce of Romania and other organizations, collaborated to develop a strategy on business ethics. This work was an extension of the Open Doors Campaign strategy on transparency and ethical behavior, in that it calls on corporations to set a standard for government in this area.

5. The Federation of Light Industrial Employers and the Center for Economic Policies.
Issue: Macro-economic study of the manufacturing sector
Overview: The Federation of Light Industrial Employers (FEPAIUS) collaborated with the Center for Economic Policies, a think tank that studies macro-economic trends, to analyze the light manufacturing sector's impact on the Romanian economy. This study will be published in early 2003.
6. The Advocacy Academy Association and Transparency International: The Advocacy Academy Association and Transparency International collaborated on the development of recommendations for a law regulating direct advocacy activities in Romania. This included a public hearing on the topic, that included testimony for 43 organizations and was attended by over 120 representatives of business associations, government, and NGOs.
7. The Advocacy Academy Association and Pro Democracy Association: The Advocacy Academy Association and Transparency International collaborated on the development of recommendations for a law regulating direct advocacy activities in Romania. This included a public hearing on the topic that included testimony for 43 organizations and was attended by over 120 representatives of business associations, government, and NGOs.
8. The Advocacy Academy Association and CHF: The Advocacy Academy Association and CHF cooperated on a series of meetings meant to gain private sector input into changes in the fiscal code.
9. Center for Entrepreneurial Development (CISA) and the Strategic Alliance of Business Associations: These two associations collaborated to draft a business ethics code and to develop a best practices model for business ethics in Romania.
10. The American Chamber of Commerce of Romania and OECD: The American Chamber of Commerce of Romania collaborated with the Organization for European Cooperation and Development (OECD) to draft a corporate governance code for approval by the Romanian government.
11. The Association of Entrepreneurial Women in Timisoara and the International Center for Alleviation of Domestic Violence: The association and the center cooperated to draft a domestic violence law for Romania. This law was approved by Parliament.
12. The Center for Legal Resources and the Center for Independent Journalism: The organizations collaborated on the drafting of the Freedom of Information Act, which was passed by the Romanian Parliament.

2.12
JOINT VENTURES, EXPORT-IMPORT TRANSACTIONS, AND/OR
TECHNOLOGY TRANSFERS INITIATED

Overview

According to the terms of its contract with the United States Agency for International Development (USAID), the Center for International Private Enterprise (CIPE) must facilitate at least 20 joint ventures, technology transfers or import-export transactions through Romanian business associations during the contract period. Five such investment actions were to be completed in year two of the contract (October 1, 2001-September 30, 2002). CIPE surpassed this target by facilitating the creation of 17 joint ventures, technology transfers and import-export transactions for year two. In year three, CIPE's contract calls for the creation of 15 such investment actions (totaling twenty for the entire contract period). To date, CIPE has facilitated the creation of 11 joint ventures, technology transfers and import-export transactions for year three. This being the case, CIPE has initiated 28 such transactions during the period covered by the contract.

Year Three Results

The following are the results for year three (October 1, 2002-September 30, 2003):

- A. Joint Ventures, Technology Transfers and Import-Export Transactions: A total of 12 foreign investment transactions have taken place to date. The Bucovina Business Center, which was founded with the support of CIPE and USAID, assisted in the creation of eleven joint ventures and import-export programs in northeastern Romania, while the Rural Business Unit in Fagaras initiated a sizeable foreign investment into public infrastructure. The amount of the investments total more than \$1.65 million. Table one provides an overview of the amount of investment and the country of origin:

Table One

Country of Origin	Number of Firms/JV Invested	Amount
Italy	4	\$120,000
Germany	2	\$165,000
Cyprus	2	\$109,000
Syria	1	\$ 85,000
Great Britain	1	\$111,000
Greece	1	\$ 58,000
Fagaras County	1 (PHARE PROJECT)	\$1,000,000
Total Amount of Investment		\$1,648,000

Table two provides information on the sector in which the investment was made and provides the company and country of the investor:

Table Two

Investor	Country
Adminco Consulting International SRL	Cyprus
Anghelos SRL	Greece
Magic Mountains SRL	Great Britain
Fadel SRL	Syria
Star Legnami SRL	Italy
Doroda SRL	Germany
Loucaelma SRL	Cyprus
Hugel SRL	Germany
Viceda SRL	Italy
World's Wood Romania SRL	Italy
Romital SRL	Italy

- B. **New Private Companies: The Bucovina Business Center and Rural Business Unit in Fagaras** assisted in the creation of 135 new companies in an economically disadvantaged area of Romania. These companies, classified as SRL enterprises, generated an investment of over \$1.042 million. A majority of these companies were retail/wholesale, but approximately 35% were wood processing and paper enterprises.

On-going Actions

CIPE created a variety of programs to assist business associations in becoming conduits for investments and joint ventures. Among these programs are the following:

- A. **Romanian Furniture Industry Project:** The project is designed to initiate at least \$100,000 in import-export transactions between Romanian manufacturers and companies around the world. In addition, the project is designed to re-establish the Romanian furniture industry on global markets through assistance in trade exhibitions, marketing, and access to capital. BSO Partners: Romanian Association of Furniture Producers (APMR), the Constanta Chamber of Commerce and Industry, the Transportation and Freight Haulers Association of Constanta, the Satu Mare Chamber of Commerce and Industry, and the Neamt Chamber of Commerce and Industry.
- B. **Virtual Trade Mission:** The VTM is designed to provide information and create linkages between Romanian companies and those around the globe. Users of the portal can post offers, gain access to information, respond to opportunities, and correspond with foreign partners. BSO Partner: Chamber of Commerce and Industry of Romania and Bucharest.
- C. **Discover Romania Tourism Portal:** The Discover Romania is a business-to-business portal designed to link Romanian tourism enterprises with potential investment partners. Users of the portal can post offers, gain access to information, respond to opportunities, and correspond with foreign partners. BSO Partner: The Romanian Federation of Tourism Employers

ANALYSIS OF COMPANIES AND INVESTMENT PROJECTS

1. Cepra System International
Sector/Industry: Manufacturing/Automotive
Foreign Investor: Antonio Pratico
Nationality of Foreign Investor: Italian
Nature of Investment: Joint Venture/Technology Transfer
Date of Investment/Registration: September 26, 2001
Amount of Investment (in USD): \$75,000
Number of Employees: 50
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company produces spare parts and components for automobiles that are then exported to Italy and other European countries. The Italian partner invested heavily in equipment and training in order to ensure the parts are built to his specification.

2. Italian Fashion Co SRL (Albinconf)
Sector/Industry: Manufacturing/Textiles
Foreign Investor: Luciano Senesi
Nationality of Foreign Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: September 29, 2001
Amount of Investment (in USD): \$10,000
Number of Employees: 50
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company produces shirts for export to Italy. The shirts are manufactured under an Italian label using equipment and technology supplied by the investor.

3. Agro-S Michele SRL
Sector/Industry: Manufacturing/Textiles
Foreign Investor: Alfredo DiStefano
Nationality of Foreign Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: October 1, 2001
Amount of Investment (in USD): \$100,000
Number of Employees: 45
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company produces raw materials for fabrics through production of sheep. Also, a branch of the company conducts agribusiness activities such as livestock brokerage and production of agriculture products.

4. Afif Trading SRL
Sector/Industry: Trade/Wholesale
Foreign Investor: Mohammad Haljmeh
Nationality of Foreign Investor: Turkey
Nature of Investment: Joint Venture
Date of Investment/Registration: October 2, 2001
Amount of Investment (in USD): \$20,000

Number of Employees: 18
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company conducts wholesale trade activities of a variety of imported goods including clothing, shoes, and electronics.

5. Hanul Crizov SRL
Sector/Industry: Tourism/Guest House
Foreign Investor: Christian Zuz
Nationality of Investor: Turkey
Nature of Investment: Joint Venture
Date of Investment/Registration: October 9, 2001
Amount of Investment (in USD): \$50,000
Number of Employees: 10
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company is a hotel and restaurant located in the Campulung Moldovenesc area. It is a “four daisy” property according to the Association for Rural and Ecological Tourism.
6. Euroski Dorna SRL
Sector/Industry: Tourism/Tourism Agency
Foreign Investor: Stefano Capadozzi
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: November 11, 2001
Amount of Investment (in USD): \$10,000
Number of Employees: 2
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company is a tour operator/travel agency that provides a full range of travel services throughout the Bucovina region.
7. Music Master Company SRL
Sector/Industry: ITC/Audio Products
Foreign Investor: Giovanni Botter
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: April 1, 2002
Amount of Investment (in USD): \$15,000
Number of Employees: 3
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company manufactures materials for sound recording (tapes) and also provides audio mixing services.
8. Popydan-RO SRL
Sector/Industry: Retail/Food
Foreign Investor: Elena Mazzoleni
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: April 3, 2002
Amount of Investment (in USD): \$10,000
Number of Employees: 2

Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company is a retail food store offering specialty imported items as well as locally produced items under contract with local producers.

9. Consolidated Consulting Company SRL
Sector/Industry: Manufacturing/Wood Products
Foreign Investor: Andreea Strada
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: April 8, 2002
Amount of Investment (in USD): \$20,000
Number of Employees: 2
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company is in the value-added wood products business, meaning that it produces wood products for use in the construction industry, as well as hardware that is used in the finishing stage of construction.

10. Solarpellets SRL
Sector/Industry: Manufacturing/Wood Products
Foreign Investor: Giani Benolli
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: April 25, 2002
Amount of Investment (in USD): \$50,000
Number of Employees: 23
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company produces wood chips that are used as mulch for both decorative and landscaping purposes. It also produces other raw wood products for use by the furniture and construction industries. The foreign investor made a significant investment in equipment to begin production.

11. S. T. Doors SRL
Sector/Industry: Manufacturing/Furniture
Foreign Investor: VER. IMM SRL
Nationality of Investor: Italian
Nature of Investment: Joint Venture
Date of Investment/Registration: May 13, 2002
Amount Invested (in USD): \$70,000
Number of Employees: 11
Business Association Partner: Suceava Chamber of Commerce and Industry
Overview: The company manufactures laminated wood products that include, but are not limited to, medium to high-end doors for both offices and residences. Much of the company's production is laminated particleboard that is produced using special equipment and a process developed by the investor.

12. SEL & MAR SRL

Sector/Industry: Manufacturing/Construction

Foreign Investor: Brienza Paolo di Caracciolo

Nationality of Investor: Italian

Nature of Investment: Joint Venture

Amount of Investment (in USD): \$150,000

Number of Employees: 34

Business Association Partner: Suceava Chamber of Commerce and Industry

Overview: The company is in the brokerage business and focuses on wood materials for the construction industry. It serves as a conduit to market locally-manufactured products to domestic and foreign producers.

13. Sistec SRL

Sector/Industry: ITC/Internet Hosting

Date of Venture: April 2002

Foreign Investor: Ensoport/EXIM Bank

Nationality of Investor: United States

Nature of Investment: Technology Transfer

Amount of Investment (in USD): \$150,000

Number of Employees: TBD

Business Association Partner: Romanian Association for Technology and Software (ARIES)

Overview: This joint venture was initiated by contact between ARIES and Ensoport. This contact was initiated through a conference call with Ensoport officials that was coordinated by CIPE. ARIES notified its members of this opportunity, and Sistec made contact with Ensoport. The joint venture is two-fold. First, Sistec signed an agreement to become the exclusive regional representative (for Romania, Hungary, and Serbia) to market Ensoport's "plug and play" internet portal technology. Secondly, Sistec and Ensoport signed an agreement for the company to expand its internet service operation using Ensoport technology. EXIM Bank agreed to finance the project.

14. Moldomobila SRL

Sector/Industry: Manufacturing/Furniture

Date of Venture: April 2002

Foreign Investor: Home Décor Products, Inc.

Nationality of Investor: United States

Nature of Investment: Technology Transfer/Import-Export Transaction

Amount of Investment (in USD): \$250,000

Number of Employees: N/A

Business Association Partner: Romanian Association of Furniture Producers (APMR)

Overview: Moldomobila will produce a line of chairs using technology/design expertise from Home Décor Products. These chairs will be sold exported to Home Décor Products distribution network in Europe and will be sold in EU markets.

15. Sinvestel SRL

Sector/Industry: Manufacturing/Furniture

Date of Venture: April 2002

Foreign Investor/Broker: McKenzie Associates, Inc.

Nationality of Investor: United States
Nature of Investment: Technology Transfer/Import-Export Transaction
Amount of Investment (in USD): \$50,000
Number of Employees: N/A
Business Association Partner: Romanian Association of Furniture Producers (APMR)

Overview: Sinvestel signed a joint venture agreement with McKenzie Associates, Inc. to manufacture chairs according to the specification of a consortium of U.S. customers. The U.S. partner provided machinery and technological information to assist Sinvestel in meeting the quality standard for finish that is required by the customer.

16. Curtcu Sticlarilor SRL

Sector/Industry: Manufacturing/Glassware
Date of Venture: April 2002
Foreign Investor/Broker: McKenzie Associates, Inc.
Nationality of Investor: United States
Nature of Investment: Import-Export Transaction
Amount of Investment (in USD): \$35,000
Number of Employees: N/A

Business Association Partner: Federation of Light Industrial Employers (FEPAIUS)
Overview: The company is manufacturing a line of glass burial urns for pets. The United States partner, acting as a broker for a retailer in the UK, placed an initial order for \$35,000 (6,000 units).

17. Simco International SRL

Sector/Industry: ITC/Tourism
Date of Venture: June 2002
Foreign Partner: Adventure Travel, Inc.
Nationality of Partner: United States
Nature of Investment: Technology Transfer
Amount of Investment (in USD): \$10,000
Number of Employees: 1

Business Association Partner(s): T-3 Coalition
Overview: Simco International developed the Discover Romania Tourism Portal in conjunction with Adventure Travel, Inc. This portal will link foreign travel agents with Romanian travel agents and tour operators to increase the sale of package vacation tours.

18. Community of Recea

Sector/Industry: Public Facilities
Date of Venture: June 2003
Foreign Partner: PHARE
Nationality of Partner: European Union
Nature of Investment: Joint Venture
Amount of Investment (in Euro): 950,000
Number of Jobs Created: 50
Business Association Partner(s): National Employers Association Fagaras Branch

Overview: With the assistance of the Rural Business Unit created with funding from USAID and technical assistance from CIPE, the Community of Recea was able to obtain 950,000 Euro to upgrade a water treatment plant, thereby enriching the lives and economy of the entire community.

19. Virtual Trade Mission

Sector/Industry: Multi-Sectoral

Date of Venture: October 2002

Foreign Partner: CIPE (for development); Multiple foreign users

Nationality of Partner(s): Multi-national

Nature of Investment: Technology Transfer

Number of Jobs Created: Joint ventures and technology transfers initiated through the portal created over 400 jobs

Business Association Partners: Multiple (Pro Globe Coalition)

Overview: The Virtual Trade Mission provided business associations as way to serve as a conduit for foreign investment transactions.

20. Discover Romania Tourism Portal

Sector/Industry: Tourism

Date of Venture: June 2003

Foreign Partner: CIPE (for development); Multiple foreign users

Nationality of Partner(s): Multi-national

Nature of Investment: Technology Transfer

Number of Jobs Created: Joint Ventures and imported tourism transactions totaled more than \$250,000

Business Association Partners: T-3 Coalition

Overview: The Discover Romania Tourism Portal provided business associations a way to serve as a conduit for foreign investment transactions.

21. Bistrita Nasaud

Sector/Industry: Manufacturing

Date of Joint Venture: March 2003

Foreign Partner: Saradon Company

Nationality of Partner(s): German

Nature of Investment: Joint Venture

Number of Jobs Created: 1,000

Business Association Partners: Bistrita Nasaud Chamber of Commerce

Overview: This manufacturing plant was located in Bistrita Nasaud as a direct result of its economic development strategy, the development of which was funded by USAID. CIPE provided technical assistance to the project.

22. Adminico Consulting SRL

Sector/Industry: Services

Date of Investment: January 2003

Nationality of Partner: Cyprus

Nature of Investment: Joint Venture

Number of Jobs Created: 4

Business Association Partners: Bucovina Business Center

Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID

23. Magic Mountains SRL
Sector/Industry: Tourism
Date of Investment: March 2003
Nationality of Partner: Great Britain
Nature of Investment: Joint Venture
Number of Jobs Created: 8
Business Association Partner: Bucovina Business Center
Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID
24. Anghelos SRL
Sector/Industry: Manufacturing
Date of Investment: May 2003
Nationality of Partner: Greece
Nature of Investment: Joint Venture
Number of Jobs Created: 4
Business Association Partner: Bucovina Business Center
Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID
25. Fadel SRL
Sector/Industry: Retail Trade
Date of Investment: November 2002
Nationality of Partner: Syria
Nature of Investment: Joint Venture
Number of Jobs Created: 9
Business Association Partner: Bucovina Business Center
Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID
26. World's Wood Romania SRL
Sector/Industry: Wood Products
Date of Investment: June 2003
Nationality of Partner: Italy
Nature of Investment: Joint Venture
Number of Jobs Created: 14
Business Association Partner: Bucovina Business Center
Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID
27. Romitol SRL
Sector/Industry: Manufacturing
Date of Investment: April 2003
Nationality of Partner: Italy
Nature of Investment: Joint Venture
Number of Jobs Created: 11
Business Association Partner: Bucovina Business Center

Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID

28. Doroda SRL

Sector/Industry: Manufacturing

Date of Investment: November 2002

Nationality of Partner: German

Nature of Investment: Joint Venture

Number of Jobs Created: 2

Business Association Partner: Bucovina Business Center

Overview: The Bucovina Business Center was started with technical assistance from CIPE and funding from USAID

2.13

E-COMMERCE LINKS, WEBSITES AND OTHER INTERNET LINKAGES

The following criteria was used to identify e-commerce links, websites and other internet linkages developed as part of the project:

- A. Creation: The internet sites must have been created with technical assistance, funding, or other support from CIPE.
 - B. Sustainability: The sites must be sustainable either by the business association that developed them or by other organizations as identified by USAID.
1. CIPE Romania Website
<http://www.ciperomania.org>
 2. Virtual Business Association
<http://www.ciperomania.org/vba>
 3. Virtual Mentor Program
<http://www.ciperomania.org/vmp>
 4. Virtual Trade Mission
<http://www.trademission.biz>
 5. Open Doors Campaign Website
<http://www.opendoorscampaign.org>
 6. Discover Romania Tourism Portal
<http://www.discoveringromania.ro>
 7. Bucovina Tourism Portal
<http://www.bucovinaturism.ro>
 8. Association of Rural and Ecological Tourism Website
<http://www.antrec.ro>
 9. Bucovina Disadvantaged Area Website
<http://www.bucovinacenter.ro>
 10. Romanian Hotel Industry Federation Website
<http://www.fihf.ro>
 11. Employers Association of Cluj County Virtual Tax and Finance Website
<http://www.e-partener.ro>
 12. Bistrita Chamber of Commerce, Industry and Agriculture
<http://www.ccibn.bistrita.astral.ro>
 13. Romanian Convention Bureau
<http://www.conventionbureau.ro>

2.14 ALLIANCE WITH BSOs SERVING SOFTWARE AND TOURISM

The following criteria was used to identify alliances between BSOs serving the software and tourism sectors:

- A. Development: The alliances must have been developed through direct technical assistance from CIPE, or as part of its Open Doors Campaign.
- B. Membership: The alliances must include at least four associations serving the target sectors.

Tourism for Today and Tomorrow (T-3) Coalition:

The T-3 Coalition includes five of the largest and most prominent national business associations in the tourism sector. These include the Romanian Hotel Industry Federation (FIHR), the Romanian Federation of Tourism Employers, the National Association of Rural, Cultural, and Ecological Tourism (ANTREC), the Romanian Convention Bureau (RCB), and the National Association of Travel Agents and Tour Operators (ANAT). The Coalition works in conjunction with CIPE and the other legislative coalitions to promote passage of legislation that benefits the tourism sector. The Coalition is also involved in branding, investment promotion, marketing and quality standards initiatives.

Tech 21 Coalition:

The Tech 21 Coalition includes the largest and most prominent information technology and communications business associations in Romania. These include the National Association for Economics and Software (ARIES), the National Software Association (ANIS), the National Cable Providers Association, the National Association of Internet Service Providers (ANISP), and the National Association of Telecommunications and Information Technology (ATIC). The Coalition works in conjunction with CIPE and the other legislative coalitions to promote passage of legislation that benefits the information technology and communications sectors. In addition, the Coalition is active in branding, information technology outsourcing, and intellectual property protection efforts.

Pro Globe Coalition:

The Pro Globe Coalition includes the largest and most prominent light industrial business associations in Romania. These include the Federation of Light Industrial Employers (FEPAIUS), the Association of Garment and Textile Manufacturers (OCIMM), the Association of Plastics Manufacturers (ASPAPLAST), the Association of Environmental Equipment Manufacturers and Suppliers (UNIMED), the Association of Paint and Varnish Manufacturers, and the National Association of Furniture Producers (APMR). The members of the Coalition work in collaboration with CIPE and the other legislative coalitions to promote the passage of legislation that benefits the manufacturing sector. In addition, the Coalition is active in branding, quality standards, and environmental efforts.

2.15

POLICY ADVISORS FROM BSOs WORKING WITH VOLUNTEER EXPERTS TO CARRY OUT ADVOCACY AND POLICY CAMPAIGNS

The following criteria was used to identify policy advisors from BSOs that worked with volunteer experts to carry out advocacy and policy campaigns:

- A. Technical Assistance: The advisors must have participated in at least one of CIPE's technical assistance programs that focused on advocacy and policy campaigns.
 - B. Implementation: The advisors must have planned and conducted at least one advocacy and policy campaign either through a specific business association or as part of the Open Doors Campaign Coalition effort.
1. Dragos Raducan
National Tourism Employers Federation
Campaign: Open Doors Campaign: T-3 Coalition, National Advocacy Tour Event in Timisoara, T-3 Coalition Reception and Round Table
 2. Daniel Vasilescu
National Tourism Employers Federation
Campaign: Open Doors Campaign: T-3 Coalition, T-3 Coalition Reception; Round Table
 3. Maria Stoian
National Association of Rural, Cultural and Ecological Tourism (ANTREC)
Campaign: Open Doors Campaign: T-3 Coalition
 4. Mihai Rajnita
Romanian Hotel Owners Federation (FIHR)
Campaign: Open Doors Campaign: T-3 Coalition, T-3 Coalition Reception; Round Table
 5. Andrei Robotin
National Association of Tourism Agencies (ANAT)
Campaign: Open Doors Campaign: T-3 Coalition
 6. Hermann Rosner
Covasna Chamber of Commerce
Campaign: Open Doors Campaign: National Advocacy Tour Event in Brasov
 7. Alexandru Mustea
National Association of Software Companies (ANIS)
Campaign: Open Doors Campaign: Tech 21 Coalition, National Advocacy Tour Events in Suceava, Constanta, and Timisoara

8. Florin Talpes
National Association of Software Companies (ANIS)
Campaign: Open Doors Campaign: Tech 21 Coalition, Tech 21 Coalition
Reception and Round Table
9. Vlad Tepela
National Association of Software Companies (ANIS)
Campaign: Open Doors Campaign: Tech 21 Coalition, Tech 21 Coalition
Reception and Round Table
10. Alexandru Borcea
National Association of Economics and Software (ARIES)
Campaign: Open Doors Campaign: Tech 21 Coalition, Tech 21 Coalition
Reception and Round Table
11. Radu Georgescu
National Association of Economics and Software (ARIES)
Campaign: Open Doors Campaign: Tech 21 Coalition, Tech 21 Coalition
Reception and Round Table
12. Vasili Baltac
Association for Information Technology and Telecommunications (ATIC)
Campaign: Open Doors Campaign: Tech 21 Coalition, Tech 21 Coalition
Reception and Round Table
13. Eugen Preotu
Association for Information Technology and Telecommunications (ATIC)
Campaign: Open Doors Campaign: Tech 21 Coalition, National Advocacy
Tour Event in Cluj, Tech 21 Coalition
Reception and Round Table
14. Smiranda Constantinescu
Association for Information Technology and Telecommunications (ATIC)
Campaign: Open Doors Campaign: Tech 21 Coalition
15. Gheorghe Rusu
Association of Internet Service Providers (ANISP)
Campaign: Open Doors Campaign: Tech 21 Coalition
16. Gheorge Serban
Association of Internet Service Providers
Campaign: Open Doors Campaign: Tech 21 Coalition, National Advocacy
Tour Event in Brasov
17. Maria Grapini
Federation of Light Industrial Employers (FEPAIUS)
Campaign: Open Doors Campaign: National Advocacy Tour Event in
Timisoara
Manufacturing Forum (Advocacy Session)

18. Radu Nicosevici
 Advocacy Academy Association
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Timisoara
 National Advocacy Tour Press Conference
 National Advocacy Forum
 Public Hearings on Advocacy Issues

19. Magda Tepoi
 Northeast Regional Chamber of Commerce
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Iasi

20. Elena Cocisiu
 Suceava Chamber of Commerce, Industry and Agriculture
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Suceava

21. Ioan Mante
 Cluj Chamber of Commerce, Industry, and Agriculture
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Cluj
 National Advocacy Forum

22. Cornel Florea
 Constanta Chamber of Commerce, Industry, and Navigation
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Constanta

23. Ioan Heroiu
 Suceava Chamber of Commerce
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Suceava

24. Ioan Trofin
 Romanian Hotel Industry Federation
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Iasi

25. Lucia Morariu
 National Association of Tourism Agencies (ANAT)
 Campaign: National Advocacy Tour Event in Cluj

26. Paul Marasoiu
 Romanian Convention Bureau
 Campaign: Open Doors Campaign: T-3 Coalition

27. Pompiliu Petrescu
 Brasov Chamber of Commerce, Industry and Agriculture
 Campaign: Open Doors Campaign: National Advocacy Tour Event in Brasov

28. Despina Pascal
Strategic Alliance of Business Associations
Campaign: Open Doors Campaign: National Advocacy Tour Events
29. Ion Danut Juganaru
Constanta Chamber of Commerce, Industry and Navigation
Campaign: Open Doors Campaign: National Advocacy Tour Event in Constanta
30. Stela Kurt Mola
Constanta Chamber of Commerce, Industry and Navigation
Campaign: Open Doors Campaign: National Advocacy Tour Event in Constanta
31. Marga Fripp
Association of Women Entrepreneurs
Campaign: Open Doors Campaign: National Advocacy Tour Event in Timisoara
32. Mihai Luca
Advocacy Academy Association
Campaign: Public Hearings on Direct Advocacy, Labor Code, and IT Outsourcing
33. Simona Daniela
Advocacy Academy Association
Campaign: Public Hearings on Direct Advocacy, Labor Code, and IT Outsourcing
34. Dorian Cordu
Advocacy Academy Association
Campaign: Public Hearings on Direct Advocacy, Labor Code, and IT Outsourcing
35. Codru Vrabie
Transparency International
Campaign: Public Hearing on Direct Advocacy
Graduate of the Advocacy Academy Institute
36. Carmen Cazan
UGIR 1903
Campaign: Public Hearing on Direct Advocacy
Graduate of the Advocacy Academy Institute
37. Elena Laslu
Business Opportunities for Women
Campaign: Public Hearing on Labor Code

38. Gabriel Laslu
Association of Environmental Equipment Manufacturers and Producers
Campaign: Public Hearing on Labor Code
39. Obie Moore
American Chamber of Commerce of Romania
Campaign: Public Hearing on Direct Advocacy
40. Anca Harasim
American Chamber of Commerce of Romania
Campaign: Public Hearing on Direct Advocacy
41. Valentin Cismaru
Valcea Chamber of Commerce, Industry and Agriculture
Campaign: Public Hearing on Direct Advocacy
42. Ion Pop
Chamber of Commerce and Industry of Romania and Bucharest
Campaign: Opposition to Trade Registry Removal from Chamber of Commerce
43. Liliana Deac
Chamber of Commerce and Industry of Romania and Bucharest
Campaign: Advocacy Days 2002
44. Aurel Rizea
Association of Furniture Producers
Campaign: Pro Globe Coalition Initiatives

**SECTION THREE
FINANCIAL REPORT**

3.1 Year End Financial Statement

3.2 Benchmark Award Fees 2000-2003

3.3 Indirect Cost Payments 2000-2003

3.1

3.2
BENCHMARK AWARD FEES
2000-2003

Year	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2000-2001	\$3,954.00	\$ 3,952.00	\$ 4,880.00	\$ 4,856.00			\$ 1,776.00
2001-2002		\$ 3,777.00	\$ 4,367.00	\$ 3,831.00	\$ 7,626.00		\$ 1,897.00
2002-2003		\$ 2,853.00	\$ 2,970.00	\$ 2,853.00	\$ 1,470.00	\$ 1,524.00	\$ 1,524.00
Year	Apr	May	Jun	Jul	Aug	Sep	Total
2000-2001	\$5,337.00	\$ 1,776.00	\$ 3,529.00	\$ 4,510.00		\$ 1,670.00	\$32,240.00
2001-2002	\$3,053.00		\$ 1,897.00	\$ 1,897.00	\$ 1,897.00	\$ 4,408.00	\$34,650.00
2002-2003	\$2,853.00	\$ 1,651.00	\$ 1,524.00	\$ 2,916.00	\$ 1,525.00		\$23,663.00
							\$90,553.00

**3.3
INDIRECT COSTS
2000-2003**

Year	Sept	Oct	Nov	Dec	Jan	Feb
2000-2001		\$ 15,587.30	\$ 15,587.30	\$ 15,587.30	\$ 15,587.30	\$ 15,587.30
2001-2002		\$ 19,064.58	\$ 19,064.58	\$ 19,064.58	\$ 19,064.58	\$ 19,064.58
2002-2003		\$ 10,668.02	\$ 10,668.02	\$ 10,668.02	\$ 10,668.02	\$ 10,668.02
	Mar	Apr	May	Jun	Jul	Aug
2000-2001	\$15,587.30	\$ 15,587.30	\$ 15,587.30	\$ 15,587.30	\$ 15,587.30	\$ 15,587.30
2001-2002	\$19,064.58	\$ 19,064.58	\$ 19,064.58	\$ 19,064.58	\$ 19,064.58	\$ 19,064.58
2002-2003	\$10,668.02	\$ 10,668.02	\$ 10,668.02	\$ 10,668.02	\$ 10,668.02	\$ 10,668.02
	Sept	Total				
2000-2001	\$15,587.30	\$ 187,047.60				
2001-2002	\$19,064.58	\$ 228,774.96				
2002-2003	\$10,668.02	\$ 128,016.24				
		\$ 543,838.80				

SECTION FOUR MEDIA COVERAGE 2000-2003

I. Overview:

During the tenure of the USAID's Romanian Business Association Development Project, implemented by the Center for International Private Enterprise (CIPE), the Romanian mass media provided outstanding coverage of events, publications and projects initiated by and through business associations. In all, 181 articles appeared in newspapers and magazines, 26 radio broadcasts were conducted, and 21 television news stories were generated. This coverage provided over 5 million citizens with information on the programs generated under CIPE's contract with USAID. It also provided visibility for Romanian business associations, which translated into increased credibility with both their members and the public at large. USAID received mention in 98% of all media coverage for the three year period, which provided excellent visibility for the USAID Romania Mission and its programs.

II. Media Coverage:

The media's coverage of CIPE's events and programs focused on the following areas:

- **Advocacy:** 56% of the media coverage focused on CIPE's advocacy activities or those of its business association partners. This included coverage of events such as Advocacy Days (2002 and 2003), the National Advocacy Tour (2001), the National Advocacy Forum (2001), the Advocacy Academy Public Hearings (2003), and the Open Doors Campaign Coalition activities (2001-2003).
- **Technical Assistance:** Approximately 28% of the media coverage focused on CIPE's technical assistance programs, including the volunteer expert project (2000-2003), the Romanian Association Membership Program (2003), technology portals such as the Virtual Trade Mission and Virtual Business Association (2003), and the Furniture Assistance for Romania program (2003). In total, 44 associations were featured in print or electronic media.
- **Grants:** Approximately 11% of the media coverage focused on the activities of CIPE's grantees, such as the Bucovina Business Center, the Advocacy Academy Association, the Maramures Tourism Promotion Bureau, and the National Employers Association of Fagaras. In all, the media covered the activities of 14 CIPE grantees.
- **Investment/Joint Ventures:** Approximately 5% of the media coverage focused on investment activities, such as CIPE's branding initiatives for the information technology, tourism, and manufacturing sectors. In addition, CIPE initiated activities such as the U.S. Travel Writers Familiarization Tour that received excellent media coverage.

CIPE prepared annual reports reflecting media coverage within each year of the project. Each report contained an executive summary as well as copies of all printed articles, both in Romanian and English. These reports were submitted to USAID each year, but they are contained on compact disc in the appendix of this report.

4.1 2000-2001 Report:

Altogether 31 articles were published in the local newspapers, 33 in the national newspapers, 4 interviews and articles in magazines and 5 live radio broadcasts were made. In total 68 articles were published throughout one year, on average of five issues per month.

CIPE had an overwhelming influence upon the business associations and it enjoyed a permanent support from mass media that realized that the organization's activities had favorable consequences over the business environment in Romania.

4.2 2001-2002 Report:

The events and projects organized by CIPE during 2002 generated great interest both for the economic areas of the Romanian newspapers and for the social, business and tourism areas. They media coverage highlighted CIPE's work with Romanian business associations as well as the positive results achieved through these efforts. The interest of the media was apparent in that 57 articles were published, 6 radio broadcasts were conducted and 1 feature report was initiated on Romania's number one rated news program. Most of the articles (82%) appeared in the national press, with the number of potential readers adding up to more than one million.

4.3 2002-2003 Report:

The events and projects organized by CIPE during 2003 generated great interest both for the economic areas of the Romanian newspapers and for the social, business and tourism areas. They media coverage highlighted CIPE's work with Romanian business associations as well as the positive results achieved through these efforts. The interest of the media was apparent in that 56 articles were published, 11 radio broadcasts were conducted, and 13 television interviews were aired featuring CIPE or its partners. Most of the articles (86%) appeared in the national press, with the number of potential readers adding up to more than one million. The following were the media's main areas of focus:

4.1 2000-2001 MEDIA REPORT

Overview

Over the past several years, Romania's media outlets have undergone significant change and have become more professional in the way they cover and record the news. The number of trained journalists has increased, which has created better overall coverage of business issues.

CIPE promotes an open, professional relationship with mass media, permanently keeping it informed on its achievements and those of its business association partners. .

For year one, CIPE's communication objectives were the following:

1. Keeping media informed of CIPE's activities and achievements by delivering the newsletters 'CIPE Romania Report' and 'Open Doors';
2. Notifying media through press conferences held on every important event, for example the Open Doors Campaign tour and the forums of T3, ProGlobe and Tech 21 Coalitions;
3. Answering in a positive manner to media requests of interviews/meetings with CIPE's top management staff
4. Promoting CIPE's partners, the business associations;
5. Establishing a professional relationship of co-operation with mass media.

Throughout 2001, nine press conferences were held on the Open Doors Campaign tour and mass media was invited to take part in three business association forums. Over 400 invitations and press releases were sent to various media companies.

Open Doors Campaign

The Open Doors Campaign National Advocacy Tour initiated a new paradigm concerning advocacy in Romania, as it created grassroots support for business initiatives. The Campaign began in Bucharest and included eight large cities throughout the country. On this tour, nine press conferences were held and more than 100 representatives of mass media attended. The journalists wrote impartially about the events, most of them giving complex details about transparency, freedom of information and citizens' involvement in the legislative process. Taking into account the current events throughout the country, the Romanian mass media showed significant interest in the goals of the campaign.

Ushering in a new concept in press interaction, the press conferences were held outside, in front of the local authority buildings. Many dignitaries and local officials took part in the press conferences, giving the journalists an opportunity to get to know them face-to-face and hear their views about the Open Doors Campaign.

Forty-six articles were published about the National Advocacy Tour, twenty-nine in the local press and the other seventeen in the national press. Also, there were at least five live radio broadcasts from the campaign press conferences.

The Open Doors Campaign accomplished its goals as it raised significant issues in mass media, clearly explaining the campaign's message to journalists and involving them in the advocacy process. The journalists became the business associations' partners in the advocacy process, as their understanding of the issues created coverage and visibility. Relative to the

advocacy seminars, the journalists were impressed with the fact that CIPE enlisted the volunteer participation of Edward Priola, who had many years of experience in advocacy campaign strategy development. On average, five articles were published about every activity in the Open Doors Campaign

CIPE's activity reflected by Mass Media

During 2001 the CIPE volunteers offered technical assistance to several Romanian Chambers of Commerce and business associations. Mass media underlined their presence and wrote about them. (e.g. Capital Magazine – January 11; The Business Magazine – December 4; Business World – April 26; Transylvania Journal – December 16, etc.)

As a result of informing mass media upon the CIPE's activity in Romania, Chief of Party Mark McCord was asked to give interviews, which were published in business magazines like Small and Medium Enterprises Magazine, Tourism Day Magazine and Capital Magazine.

Articles about the business associations that are supported by CIPE were also published, which increased their visibility. Thus, with CIPE's help, nine articles were written about its business association partners.

The press showed interest in the national forums organized by CIPE as well. Various Ministers participated in these events and the journalists didn't miss the opportunity to criticize the Government representatives who weren't present or were silent during the discussions. For example, the media criticized the Minister of Tourism because he arrived late and was not involved in the debates with the business associations from tourism sector. On the positive side, the Minister of Industry was praised for attending the event (see Tourism Day Magazine – June 12; Romania Libera– June 6, 2001).

The issues initiated by CIPE were new, of great interest and were appropriate for the current evolution of Romania. CIPE is considered a loyal ally whose main concern is Romanians' interests. Some articles were published in financial and management magazines, the quotes of CIPE's and business associations' representatives being attached to issues of great interest such as the Transparency File from Capital Magazine, published on December 6, 2001.

Taking into account the small number of financial and management newspapers on the market in comparison with daily newspapers, most of CIPE articles were published in the business-oriented newspapers (eighteen articles). In total, the press coverage of CIPE's activities reached over 300,000 households and 1.1 million people.

Final Analysis

Altogether thirty-one articles were published in the local newspapers, thirty-three in the national newspapers, four interviews and articles in magazines (eighteen were published in business newspapers and fifty in the daily newspapers) and five live radio broadcasts were made. In total sixty-eight articles were published throughout one year, on average of five issues per month.

CIPE had an overwhelming influence upon the business associations and it enjoyed a permanent support from mass media that realized that the organization's activities had favorable consequences over the business environment in Romania.

4.2 2001-2002 MEDIA REPORT

Overview:

The events and projects organized by CIPE during 2002 generated great interest both for the economic areas of the Romanian newspapers and for the social, business and tourism areas. They media coverage highlighted CIPE's work with Romanian business associations as well as the positive results achieved through these efforts. The interest of the media was apparent in that 57 articles were published, 6 radio broadcasts were conducted and one feature report was initiated on Romania's number one rated news program. Most of the articles (82%) appeared in the national press, with the number of potential readers adding up to more than one million. The following were the media's main areas of focus:

Advocacy Days:

CIPE's BSO partners initiated advocacy Days as a way to highlight their legislative issues before government officials and Members of Parliament. In all, 125 delegates representing business associations in the tourism, manufacturing and information technology sectors participated in the event, which was held in Bucharest on April 1-3, 2002.

The event generated 15 national newspaper articles and 9 articles in local newspapers throughout the country. In addition, the event was publicized on the Antenna 1 News Observatory, which appears nightly at 7:00 p.m. Information on the event was also broadcast on Actualitati, a public radio station.

Women in Business Conference:

This conference, held in May of 2002, focused on increasing the capacity of Romanian businesswomen to become an integral part of private sector development. Five international experts participated in the conference, as did 120 delegates. The event generated 2 feature reports, one in "Capital" (a major business weekly newspaper) and one on Prima TV. In total, the conference generated eleven articles in the Romanian press.

CIPE's Activity Reflected in the Mass Media:

In general, the Romanian press is open and highlights the events that make a contribution to the development of the civil society. This being the case, the media routinely reported on CIPE's activities in Romania. In all, 12 articles appeared in national publications.

Virtual Business Association:

The Virtual Business Association, Romania's first on-line technical assistance platform for business associations, generated one television report (on TVR 1) and coverage in 5 daily newspapers.

Branding Workshops:

In September, CIPE initiated a campaign to provide information about branding and to generate enthusiasm from the business community and government in collaborating to address this important issue. Because the branding effort is subtly different for each sector, three workshops were held that focused on the core issues in tourism, information technology and manufacturing. In all, 12 articles were published in the national press and the specialized magazines.

On average, CIPE's activities in Romania generated 5.6 media articles per month, a higher average than in its first year. While the media tended to focus on the major, high profile events coordinated by CIPE and its BSO partners, significant reports were generated on the organization's overall mission. It was these reports that provided the best overview of CIPE's initiatives, thus allowing the reader to understand the overall goals of the project.

Final Analysis :

Media interest in the project remained high and USAID received outstanding media support through CIPE's work. In addition, CIPE's partners received higher visibility both with their members and with government, which favorably impacted both membership and advocacy efforts.

4.3 2002-2003 MEDIA REPORT

The events and projects organized by CIPE during 2003 generated great interest both for the economic areas of the Romanian newspapers and for the social, business and tourism areas. The media coverage highlighted CIPE's work with Romanian business associations as well as the positive results achieved through these efforts. The interest of the media was apparent in that 56 articles were published, 11 radio broadcasts were conducted, and 13 television interviews were aired featuring CIPE or its partners. Most of the articles (86%) appeared in the national press, with the number of potential readers adding up to more than one million. The following were the media's main areas of focus:

Advocacy:

CIPE's advocacy activities received significant coverage from the press, with 22 print articles published, 7 radio interviews, and 11 television interviews being conducted. The event drawing the most media attention was the Advocacy Academy Public Hearing on Direct Advocacy Activities in Romania and Advocacy Days. Several high-level political figures, including Senator Simona Marinescu and Chamber of Deputies Members Mona Musca, Varujan Pambuccian, and Liana Naum were interviewed at CIPE events. The public hearings received full-page coverage in two newspapers as well as significant coverage by Romania 1 and Pro TV television stations.

Business Associations:

CIPE's business association partners, as well as the technical assistance provided to them, received significant coverage, with 11 print articles published. These articles focused on CIPE's assistance to the associations, and on the results initiated by this assistance. A number of the articles focused on the Romanian Association Membership Program (RAMP), which was implemented in Satu Mare, Neamt, and Constanta.

Programs:

CIPE's programs, ranging from the Furniture Assistance for Romania (FAR) program to its Information Technology Outsourcing Conference, generated 21 articles in print, 2 radio interviews, and 4 television interviews. Coverage also included the Women in Business Conference and the ITC Branding Conference. A majority of these articles were published in the national press, which greatly increased the amount of potential readers.

SECTION FIVE

IMPACT LETTERS FROM GOVERNMENT AND BSOs

The Romanian Business Association Development Project had a great impact on both government officials and business association executives, as is reflected in the following impact letters :

- 5.1 Denny Robertson, Former USAID Romania Mission Director
- 5.2 Dan Nica, Minister of Information Technology and Communications
- 5.3 Silvia Ciornei, Cabinet President, Agency for Small and Medium Sized Enterprises
- 5.4 Doina Badica, Counselor to the Senate Economic Commission
- 5.5 Liana Naum, Chamber of Deputies
- 5.6 Obie Moore, President, American Chamber of Commerce of Romania
- 5.7 Stere Farmache, General Manager, Bucharest Stock Exchange
- 5.8 Doru Simovici, President, Bacau Chamber of Commerce, Industry and Agriculture
- 5.9 Florin Talpes, President, National Association for Software and Service (ANIS)
- 5.10 Teodor Diaconasi, President, Organization for Readymade Clothes Small and Medium Sized Enterprises (OCIMM)
- 5.11 Marcel Diaconu, President, Association of Plastics Producers (ASPAPLAST)
- 5.12 Elena Cismaru, President, Association of Female Managers (AFM)
- 5.13 Mihail Vlasov, President, Iasi Chamber of Commerce, Industry, and Agriculture
- 5.14 Vasile Bar, President, Bistrita-Nasaud Chamber of Commerce, Industry and Agriculture
- 5.15 Emil Mateescu, Timisoara Chamber of Commerce, Industry and Agriculture
- 5.16 Ioan Mante, President, Employers Association of Cluj County
- 5.17 Tincuta Ciubotariu, President, Association of Craftsmen "Neamtanca"
- 5.18 Radu Climescu, President, Neamt Chamber of Commerce, Industry and Agriculture
- 5.19 Tudor Dorel Nedelcu, President, Vaslui Chamber of Commerce, Industry and Agriculture
- 5.20 Radu Nicosevici, Chairman, Advocacy Academy Association
- 5.21 Mihai Daraban, President, Constanta Chamber of Commerce, Industry and Navigation
- 5.22 Paul Marasoiu, President, Romanian Convention Bureau
- 5.23 Elena Nemes, National Employers Association Fagaras Branch
- 5.24 Luana Popa, President, Association of Female Managers of Brasov
- 5.25 Simona Predoiu, Association for Paint and Varnish Producers (AIVR)
- 5.26 Claudiu Bradatan, Executive Director, Bucovina Tourism Association
- 5.27 Elena Laslu, President, Business Opportunities for Women
- 5.28 Gabriel Laslu, President, Association of Environmental Producers and Supplies (UNIMED)
- 5.29 Ayton Ilie Ablachim, Executive Director, SME Association of Tulcea
- 5.30 Rodic Mihai, President, Association of United Women
- 5.31 Radu Nicosevici, Entrepreneurs Association of Timis County (CIPT)
- 5.32 Ciprian Visan, President, Pro Invest Association

SECTION SIX APPENDICES

- 6.1 BSO Partner List: During the term of the project, CIPE worked with 91 business associations covering all regions of Romania. These business associations included those from the target sectors of tourism, information technology, and manufacturing, as well as multi-sector associations having membership in one of the target areas. (See Final Conference Compact Disc)
- 6.2 Grant Report 2000-2003: The report includes an overview of each grant awarded by CIPE with USAID funds, including reports, outcomes and deliverables. In total, CIPE awarded 19 grants for a total amount of \$320,000. Over 70% of the grants exceeded the result targets established in the grant contracts, while 25% achieved the result targets but did not exceed them. Only one grant was non-executable. A compact disc and a hard copy report are included. (Provided in hard copy form)
- 6.3 Volunteer Expert Report 2000-2003: The report includes an executive summary of the volunteer expert program, including recommendations made by each volunteer, the reports submitted on the assigned associations, and curriculum vitas of each volunteer expert. A compact disc and hard copy report are included. (Previously provided to USAID)

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