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**E&E Regional  
Participant Training Program**



**WORLD LEARNING  
SEMI-ANNUAL REPORT:  
October 2001-March 2002**

**CONTRACT #: EEE-I-00-01-00016-00  
USAID PROJECT OFFICE: E&E/EEST**

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# Participant Training Intervention Status – October to December 2001

Country	UST			TCT			ICT			EMT			Academic (full-service)			Academic (fund only)			TOTALS		
	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total
Albania	0	0	0	0	0	0	22	4	26	0	0	0	0	0	0	0	0	0	22	4	26
- quarter	0	0	0	0	0	0	22	4	26	0	0	0	0	0	0	0	0	0	22	4	26
- cumulative	0	0	0	0	0	0	22	4	26	0	0	0	0	0	0	0	0	0	22	4	26
Bosnia-Herzegovina	0	0	0	15	2	17	30	32	62	0	0	0	0	0	0	0	0	0	45	34	79
- quarter	0	0	0	15	2	17	30	32	62	0	0	0	0	0	0	0	0	0	45	34	79
- cumulative	0	0	0	15	2	17	30	32	62	0	0	0	0	0	0	0	0	0	45	34	79
Bulgaria	21	23	44	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	25	27	52
- quarter	21	23	44	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	25	27	52
- cumulative	21	23	44	4	4	8	0	0	0	0	0	0	0	0	0	0	0	0	25	27	52
Croatia	0	0	0	13	2	15	98	51	149	0	0	0	0	0	0	0	0	0	111	53	164
- quarter	0	0	0	13	2	15	98	51	149	0	0	0	0	0	0	0	0	0	111	53	164
- cumulative	0	0	0	13	2	15	98	51	149	0	0	0	0	0	0	0	0	0	111	53	164
Macedonia	13	11	24	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	14	13	27
- quarter	13	11	24	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	14	13	27
- cumulative	13	11	24	1	2	3	0	0	0	0	0	0	0	0	0	0	0	0	14	13	27
Romania	7	4	11	0	0	0	72	28	100	0	0	0	0	0	0	0	0	0	79	32	111
- quarter	7	4	11	0	0	0	72	28	100	0	0	0	0	0	0	0	0	0	79	32	111
- cumulative	7	4	11	0	0	0	72	28	100	0	0	0	0	0	0	0	0	0	79	32	111
Regional	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- quarter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- cumulative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTALS	41	38	79	33	10	43	222	115	337	0	0	0	0	0	0	0	0	0	296	163	459
- quarter	41	38	79	33	10	43	222	115	337	0	0	0	0	0	0	0	0	0	296	163	459
- cumulative	41	38	79	33	10	43	222	115	337	0	0	0	0	0	0	0	0	0	296	163	459

## Kudos

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A participant in the November 2001 training program on Citizen Participation wrote to the Director of the Local Government Initiative in Bulgaria as follows: "I would like to express my gratitude for this wonderful opportunity...New ideas, contacts and creative inspiration are the unquestionable results of this training." Another participant on the same program wrote: "I would like to thank you for the well-organized and implemented study-tour. I am now even more aware of the beneficial skills and knowledge that I have acquired due to your help."

## Programming Highlights

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- U.S. Training

World Learning started the quarter under its new contract by training 79 participants in the US in 8 programs. All of the US-based programs were awarded to providers through a competitive procurement process to secure the best quality training at the most cost-effective price.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits.

### *Protecting Natural Resources*

Strengthening environmental management operations through improved legislation and the application of sound environmental practices is vital to protecting the environment.

Support for the development of policies and practices that properly manage water resources is vitally important to USAID/Romania. World Learning organized a 10-day Water Management study tour in Washington, DC for a group of 11 participants, including senior decision-makers from the Ministry of Water and Environment Protection, Romanian Water National Company, National Institute of Meteorology and Hydrology, local municipalities, water utilities, and NGOs. During their training the group participated in discussions with various USAID representatives from the Environment and Natural Resources Office, as well as representatives from the US Environment Protection Agency, Trade and Development Agency, and the US Department of Commerce. These activities helped the participants to gain a better understanding of disaster management and to develop an informational and organizational system for disaster management and control.

### **Encouraging Ecotourism**

Nature conservation and sustainable tourism enterprise development have gained importance in several CEE countries as they continue to develop their economies.

As a result of cultivating legislative support for ecotourism and tourist policy investment, institutionalized management plans for Bulgaria's national parks are about to be approved by the Council of Ministers in Bulgaria. These national parks must now demonstrate links between conservation and local enterprise development. This makes it essential for parks and their partners to work together toward common concepts and objectives.

To achieve the goal, 12 participants attended an Ecotourism program facilitated by the University of Tennessee-Knoxville. The group consisted of members of local ecotourism initiative groups, representatives of the Rila and Central Balkan National Parks' Directorates, and government representatives. The program built upon the established relationship between the State of Tennessee and the Republic of Bulgaria and developed opportunities for future cooperation. Participants met with the Tennessee Department of Tourist Development, the visitors services departments of Great Smoky Mountains National Park, local businesses, and business associations. They participated in a two-day ecotourism trip at a commercial dude ranch, where they evaluated the services provided from the standpoint of consumers. Participants identified stakeholders in ecotourism and explored these roles in developing local sustainable ecotourism activities. They observed the collaboration and interdependence among local communities, small businesses, and local government in the US, and explored methods for enhancing local ecotourism in and around national parks. As a result, participants now understand better the close interdependence between park concerns and local business enterprises, and how this interdependence helps ensure conservation of the park's resources and promotes the socio-economic development of the region.

### **Bank Supervision**

Exposure to managerial skills and best practices is of vital importance when trying to strengthen a country's banking system.

Four supervisors and one deputy director working in the area of On-Site Supervision in the National Bank of the Republic of Macedonia (NBRM) participated in a US-based training program to broaden their managerial experience and expose them to mature supervisors in the field. The Institute for Global Finance and Technology (IGFT) provided an intensive three-week program covering such bank supervision topics as the CAMELS Rating System; bank governance; problem banks; risk assessment; Uniform Bank Performance Report; liquidity; loan reviews; and Supervisory Core Principles. They focused on techniques to update the on-site supervision manual; interdepartmental coordination among units within the Supervision Unit, including how to strengthen cooperation and communication between; and methods to develop an On-Site

Supervision Report. They spent a week of training in Washington before observing bank examinations.

Split into two groups, participants traveled to New Jersey and North Carolina to observe an actual bank examination arranged by the New Jersey State Banking Commission and the FDIC, respectively. Their ability to witness firsthand the topics of the first week's training put into practice gave them an opportunity to evaluate improvements that can be made to the system in Macedonia.

### **Effective Local Government**

Local governments in CEE are still developing democratic procedures and adopting democratic practices. They now need to encourage citizens to participate in local government by adopting citizen participation tools.

Ten participants attended a two-week training at Santa Cruz Institute in Tucson, Arizona. This training directly targeted the goal of increased citizen participation through a specially designed curriculum. The goal of the program was to improve citizen participation in local government and municipal councils, as well as to integrate citizen participation practices into daily municipal management. The group consisted of mayors, chairpersons of municipal councils, and other municipal officials who demonstrated a desire to improve municipal performance and introduce innovative democratic practices into local government. They visited small communities in the Tucson area, where they met with US counterparts and representatives of NGOs that support local government. They participated in focus groups, citizen boards/committees, and public hearings; observed citizen participation in day-to-day municipal management; and analyzed case studies. Through these activities, participants identified best practices for encouraging citizen participation and developed action plans to implement many of these practices. Their to-do list includes improving the accessibility of their city halls, surveying and responding to citizens' needs, and improving municipal relations with the media, local institutions, NGOs, and local businesses.

### **Association Building**

Strong municipal associations are essential to the development of both sound national policy and effective local government. Key to achieving this are improving the ability of municipal associations to represent municipality issues to the national government and providing services to member cities.

A group of eleven members of the Association of the Units of Local Government of the Republic of Macedonia (ZELS) and four members of the Finance Officers Association of the Local Governments and Public Enterprises of the Republic of Macedonia (AFO) came to the US to study techniques to improve the internal institutional capacity of associations to ensure their future organizational and financial sustainability. A training program implemented by International Training and Consulting, Inc. focused on strengthening specific areas of weakness for both organizations, including institutional

capacity, membership support, and external credibility. The program combined site visits to various municipal entities, such as city councils and local government associations, and roundtable discussions and workshops on advocacy, coalition building, lobbying, fundraising, volunteerism, and communication.

### **Improving Communications**

A strong public relations arm functioning within the government is central to conveying its messages of reform clearly and effectively and will strengthen its relations with the press and reinforce transparency.

Ten public relations professionals from various Bulgarian ministries came to the US to learn techniques and methods that will enable them to develop and implement new strategies for improving the quality of communications between the Government of Bulgaria and the public. Represented ministries included the Council of Ministers; Ministry of Finance; Ministry of Health; Ministry of Labor and Social Policy; Ministry of Economy; Ministry of Culture; and the Ministry of Transport and Communication. The training program, conducted by International Training and Consulting, Inc., focused on effective lobbying, preparing public relations strategies, conducting effective press conferences and other media events, organizing media interviews and coaching government officials on media relations. The program combined theoretical training, e.g., use of case studies, roundtable discussions, etc., and practical training (site visits and mock press conferences).

The program took place in both Arizona and Washington, DC. In Arizona, site visits included those to the Tucson mayor's office; the public relations staff of Arizona Congressman Jim Kolbe's office; the public relations department of the Tucson Police Department; the United Way charities; the Arizona State House of Representatives; the County Board of Supervisors; and private public relations specialists. In Washington, DC, the site visits included attendance at a White House Press Briefing, the Department of Commerce Patent and Trade Office; and the Washington office of Congressman Kolbe.

### **Role of Effective Government**

Current ethnic conflicts in Macedonia and the leadership role of the President in the subsequent interethnic dialogue require the Cabinet staff to provide the President with significant support, advice and assistance. In order to achieve these goals, a new approach to staffing and managing the President's office has been adopted.

The President's Cabinet of the Republic of Macedonia is the institution that provides expertise for the proper functioning of the rights and the obligations of the President. The President's Cabinet contributes to the overall organizational work of the President and the implementation of his duties. The overall goal of this program was to strengthen the ability of the President's Cabinet to govern responsibly and effectively, and to promote transparency, professionalism, and accountability. Training objectives covered such

topics as time management (prioritization skills and techniques); improved inter-office communication systems; constituency relations (e.g. individuals, groups, regions, NGOs, unions); security and privacy issues and policies; and the use and role of volunteers. The training provider for the first week of one-on-one observation and meetings with counterparts in the State Government of Vermont was Mr. Ronald Crisman, an independent contractor. The training provider for the second two weeks of in-depth discussions, role playing, and interactive workshops was Global Education Services (GES) in Seattle, Washington.

### **Improving Auditing Standards**

A more competitive and market-responsive private financial sector will benefit not only financial sector institutions such as the Central Bank but country populations at large. A stable financial system that mobilizes investment capital will generate economic growth, jobs and prosperity.

Investors in the Bulgarian capital markets lack access to reliable information on the financial viability of companies listed on the Bulgarian Stock Exchange. This is due to many factors, including inadequacy of accounting and the low level of auditing standards. The information available is often of questionable quality, a fact that does not allow investors to make informed decisions. This has resulted in a low level of trust and makes the companies unattractive to both foreign and domestic investors. This training program addressed the need to improve the auditing standards used in Bulgaria, which will increase the confidence in the information available to current and potential shareholders.

Twelve participants from the Bulgarian State Securities Commission (BSSC), the Bulgarian Stock Exchange (BSE), and the Ministry of Finance spent two weeks in the U.S. on a program designed by the Center for International Understanding at Bluefield State College. The participants spent one week in Washington, DC and one week in Charleston, West Virginia. While in DC, the participants met with the National Association of Securities Dealers Regulation, the American Institute of Certified Public Accountants, and the Securities and Exchange Commission. In West Virginia, the participants visited Ernst & Young, Arnett & Foster (a certified public accounting firm), and the West Virginia Society of Certified Public Accountants.

- **Third Country Training**

Third Country Training (TCT) refers to training that takes place anywhere outside the home country except in the United States.

In October the TCT office was moved from the field (under the old contract it had been operating out of the World Learning Bulgaria field office) to the Washington office. During this quarter TCT programs under the new START contract were managed from Washington. Five programs involving 43 participants were managed and took place in Hungary, Ireland, Slovakia and Yugoslavia. As with US training, TCT programs were

awarded to providers through a competitive procurement process to secure the best quality training at the most cost-effective price.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits.

### *Reestablishing Multiethnic Society in the Balkans*

The reestablishment of basic services encourages the sustainable return by minorities to their homes in war-affected regions.

Two programs on multiethnic governance were organized in which local government officials from multiethnic, war-affected regions of the former Yugoslavia learned from the successful examples of other multiethnic countries in transition in Central and Eastern Europe. In the first program, eleven mayors from cross-border areas of Bosnia and Herzegovina spent one week in Hungary and one week in Slovakia, looking at examples of the role of local government in promoting economic development in multiethnic regions, including partnerships between the public and private sectors and successful methods of attracting foreign investment. They saw positive examples of peaceful coexistence, tolerance and cooperation between traditionally adversarial ethnic communities in both countries. Public private partnerships and the role of NGOs were also presented in areas such as regional development, cultural heritage, cross border cooperation and environmental protection. The program was repeated with minor variations for mayors and other officials from Croatia. The success of these two programs is expected to produce further cooperation between USAID Bosnia and Herzegovina and USAID Croatia on cross border initiatives.

### *Assisting Private Enterprise*

USAID through its Bulgarian Competitiveness Initiative has been working toward achieving the Strategic Objective of accelerated development and growth of private enterprise in a competitive environment.

World Learning organized a TCT program for 8 Bulgarian business leaders and government officials in Ireland. The economic circumstances and history of Ireland make it an excellent example for Bulgaria, as it tries to prepare its economy for EU accession and participation in the global economy. The group met with business leaders, business associations, and government officials and received a comprehensive view of Ireland's competitiveness models, best practices and benchmarking. The main goal of the training was to help the group create a competitiveness vision and strategy for developing a competitive environment for private enterprise and attract foreign investment.

### Improving Rural Access to Information and Technology

Telecottages are multi-functional office environments, generally located in villages or small cities, which allow citizens to connect to the outside world. Six employees and volunteers from four NGOs from villages and small town in West Herzegovina attended a ten-day program in Hungary and Yugoslavia to examine the operations of telecottages, enabling them to gain the skills and knowledge needed to operate similar services in BiH. The training program focused on developing and managing telecottages effectively, roles and functions of telecottages, service development by involving and mobilizing local communities, sustaining telecottages in the long run and a telecottage association. The program combined site visits to various telecottages in southern Hungary and Vojvodina (Yugoslavia), presentations and skill building sessions to best serve the participants' learning process.

As an institution, the telecottage is a flexible, relatively low-cost method of promoting a wide variety of goals, serving as a resource center and meeting place for local civil society, and an information clearinghouse. Training in this area supports USAID/Bosnia and Herzegovina Strategic Objective: A More Participatory, Inclusive Democratic Society, and Intermediate Result: Increased Citizen Participation in Political and Social Decision Making. This was also the first USAID-funded third country training held in Yugoslavia



## Washington, D.C.

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### **Project Management Activities**

As a major start-up activity for the newly-awarded PTP task order, World Learning submitted a PTP Operations Manual to E&E that was approved by the CTO in December.

### **Meetings, Conferences, and Presentations**

- On October 10, staff attended a session providing an overview of TraiNet presented by subcontractor Development InfoStructure. TraiNet is being used as the participant database for PTP in Washington and in all field offices.
- On an ongoing basis, Program Officers have been discussing each chapter of the E&E Handbook in-depth in regularly scheduled Program Officer meetings.
- During this quarter World Learning put in place new finance and data reporting systems, and started to report to the Bureau using the START/PTP-mandated formats for participant reporting (the "Checkbook") and for finance reporting (the "Pipeline")

- On November 9, Colin Davies, Lisa Posner Olocco, and Anita Reichert attended the START/PTP Implementation Meeting.
- On November 15, Colin Davies attended the START contractors meeting.
- On November 30, Colin Davies spoke at the American Council for International and Intercultural Consortium (ACIIE) conference. ACIIE is a group of 120 community colleges that are involved in international exchange and education.
- Colin Davies and Anita Reichert attended sessions of the Society for International Development Annual Conference on December 3.
- On December 18, Colin Davies and Anita Reichert attended a meeting at the Department of State to discuss the upcoming training program for the members of the national assembly of Kosovo.

### **Training Provider Outreach**

The Resource Center coordinated visits to the PTP office from 3 training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and on issues of training program management. In addition, Colin Davies met with 3 training providers during this period.

### **Washington, D.C. and Regional Cost Saving Measures**

- During this quarter an estimated \$8,800 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- Nearly \$3,800 in TCT training costs was saved this quarter as a result of competitive procurement.

## **Field Offices**

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### **PTP/Albania**

For information regarding the most recent training activities for participants from Albania please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- Training and Grants Increase Access to Credit in Rural Albania
- Albanian Dairy Processors Improve their Products after Training

- Training Helps Albanian Hospitals Increase Secondary Revenues

### **Media Coverage**

Twice during the month of October, a half hour documentary about the work of returned participant Mr. Arian Kodra was aired nation-wide on a television program called Heroes of Albania that highlights outstanding examples of volunteerism. As a result of a grant awarded to Mr. Kodra, who attended training in Community Development in Bulgaria in April 2001, he and members of the Civic Forum group of the village of Rrubjeka were able to make major repairs to their local school. With the confidence won through this very successful school repair project, the community now hopes to tackle its water problem.

### **In-Country Training and Follow-on Activities**

- A series of in-country workshops on reducing the acidity in olive oil began in December.
- Preparations continued for a series of in-country workshops for judges on applying the law on secured financing. The workshops are scheduled to take place between March and June.
- Preparations continued for two more in-country trainings on neo-natal resuscitation and the care of newborns in the delivery room to take place in January and March.
- Preparations continued for an in-country training program for inspectors of organic produce and products.
- A follow-on grant application was submitted for importing an improved variety of willow to help revive the wicker industry.
- A follow-on meeting was held November 27 with specialists and officials interested in organic agriculture to decide how to proceed with the drafting of the law and regulations on organic agriculture. This activity resulted in a successful grant application to assist a task force with drafting the law.

### **Noteworthy Events**

An annual FY2002 training plan containing 59 events that would have cost 1.3 million dollars was submitted to the mission, reduced and prioritized. The final plan awaiting mission approval contains 38 events totaling \$800,000, with 25 priority programs totaling \$627,000.

### **PTP/Bosnia and Herzegovina**

For information regarding the most recent training activities for participants from Bosnia-Herzegovina please refer to the status chart on page 3.

# HERALD - NEWS

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## Bulgarians to train at Lewis

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ROMEDEVILLE — Six representatives of the Bulgarian National Securities Commission and the Bulgarian Administrative Court will attend a two-week training program at Lewis University.

Participants will be on campus Saturday through Feb. 2 and will take part in training sessions on campus and in visits to a variety of off-campus sites.

Lewis University was selected by World Learning-TRANSIT Europe and the U.S. Agency for International Development (USAID) to develop and offer this program. World Learning works closely with USAID to develop individualized training programs for professionals in countries such as Bulgaria.

Dr. Robert Atra, chair and associate professor of finance at Lewis University, will facilitate the program. Marcia Nackers, a resident of Romeoville and director of Government, Corporate and International Relations at Lewis University, will coordinate the visit with World Learning's Washington office and provide logistic support.

Sessions conducted will include presentations on securities and regulation by Atra and by Charles Murdock, professor of law at Loyola University. Suzan Sollie of Lewis University will also offer a session on using web boards. A Plainfield resident, Sollie is Lewis' director of instructional technology.

Besides training sessions on campus, the program will include site visits to the U.S. Securities and Exchange Commission, the National Association of Securities Dealers, Inc. — Regulation (NASDR), Howe Barnes Investments, CIBC World Markets, the Illinois Attorney General's Office, a U.S. District Court, the Chicago Board of Trade, the Chicago Board of Options Exchange, the Chicago Stock Exchange, the Chicago Mercantile Exchange, as well as public companies throughout the area.

The goals of the training program are to increase participants' understanding of the fundamental legal concepts supporting a well-developed capital market; the functions of institutions in such a market; the fundamental ethics and business practices followed in an efficient capital market; and the related enforcement issues.

Program participants are selected based on their ability to make positive changes in their country.

They must possess academic or technical skills, leadership qualities and a commitment to development. They are usually mid- to upper-level professionals with a great deal of experience who are looking for additional training in order to make changes in their system.

## Success Stories

Please see the E&E Website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- Fund Manager Makes Strides Made Towards Capital Market Development in BiH
- BiH Public Awareness of Privatization Increased through Training of Economic Journalist

## Staffing

Due to two TRANSIT positions being eliminated from the budget under the PTP contract, World Learning/BiH bid farewell to two of the most recently-hired staff, Program Assistant Maja Ljubović and Finance Assistant Dijana Kruplajja. They will be remembered for their friendly yet professional attitudes.

In late November, World Learning/BiH welcomed Michael Wenzler as Country Director. Michael has served as Romania Country Director for the past year.

## Media Coverage

- High level appointments of several former participants were recently announced. Mr. Krunoslav Jelic, participant in a program in Budget Execution in 2000, was appointed as the Assistant Minister for Treasury in the Federation of BiH. Mr. Mirza Kusljagic, participant in a program in Business Associations in 2000, was appointed Ambassador of BiH to the United Nations in New York.
- Ms. Sefika Hafizovic, Deputy Minister of the Federation Ministry of Finance and past participant in a 1998 training program on Taxation in the US Federal System, announced a new climate for taxpayers and a new code of attitude for supervisory bodies, tax administration and financial police. (*Oslobodjenje*, October, 2001).
- An article in *Oslobodjenje* on November 13, 2001 announced that five successful BiH managers running big private businesses expressed their readiness to support building of the BiH highway project. One of them is Mr. Faruk Širbegović, owner and manager of a construction company and a participant in a training program in Small and Medium Enterprise Development in 1997. "Building the BiH Highway is the most important strategic investment for BiH and a significant factor for its integration. There are financial resources in BiH for the initial investment, and once we are united around this idea, we could expect foreign investments to come," they said.
- An EU delegation visited BiH at the end of November to inspect the number of requirements that BiH has fulfilled to date for joining the Council of Europe. They also examined whether BiH is ready to meet minimum conditions for drafting the Agreement of Stability and Joining the European Union. After meeting with the EU delegation Mr. Dragan Mikerević, Minister for European Integrations (and a

participant in a training program on Tax Policy/Legal Drafting and Legislative Process in 1999) said 'After the upcoming Parliament discussions we expect that BiH will have almost 90 % of the required conditions from the road map fulfilled.' (*Dnevni avaz*, November 27, 2001)

- After one year as Vice-President, Mr. Safet Halilović (participant in the training program "Political Party Development" in 1997) became the President of the BiH Federation for the next twelve months. (*Dnevni avaz*, December 28, 2001)

### **In-Country Training and Follow-on Activities**

- World Learning/BiH has started round II of implementation of an ICT in Accounting/Reporting/Budgeting for Water Utilities. The complete ICT will take place over the period of the next several months. The goal of the program is to enable accounting staff from Water Utilities and their managers to establish new accounting systems/procedures in light of the changes in the accounting standards in BiH per USAID initiative. Components include accounting, budgeting, reporting and tariffs. Based on these components, the following training methodology is used:
  - Accounting software in support of the establishment of the USAID-recommended accounting system
  - Training sessions - Workshops
  - Web-based distance learning module to reinforce the training and enable follow-up/feedback
  - Follow-on event
  - Coaching of the water utilities

The Distance Learning Module was designed and started functioning in September 2001. Workshop J was implemented from October 1 - 5 in Mostar, Workshop K was implemented from October 8 - 12 in Banja Luka and Workshop L was implemented from October 22 - 26 in Sarajevo. The total number of trained participants in October was 40. The accounting software is completed. Each of the participating utilities received a copy of the software package.

The series ended with two final workshops in November for a total of 21 participants. Workshop M was held in Tuzla from November 5 - 9 where 13 participants took part. From November 19-23, 9 participants participated in Workshop N in Banja Luka. The training provider for this ICT was Hydro-Engineering Institute Sarajevo. Participants gained necessary tools to successfully implement proposed changes, which are in accordance with the current legislation.

As a last step of this ICT, a follow-on event has been scheduled for late January/early February 2002.

- In the period October 8-12, the Foundation for Development of Democratic Rights (FDDR), World Learning's training administrator in Hungary and USAID's administrator of the Hungarian-American Partnership Initiative (HAPI), funded and managed a follow-on seminar for the training program Broker-Dealers Operations and Stock-Exchange Development. The original program was held in June 2001 in Poland and Hungary. The purpose of the follow-on was to provide participants from the brokerage houses in the Federation of BiH with guidelines for management and operations of brokerage houses and their relations with the regulator and other capital market institutions.

**Travel**

- On October 1 – 2, Maja Ljubovic, Program Assistant, and Anand Arnautovic, Administrative Assistant, went to Mostar for an opening reception and monitoring visit of the in-country training in Accounting/Budgeting/Reporting for Water Utilities, Workshop J.
- Aida Hadzic, Program Officer, and Anand Arnautovic completed a similar trip to Banja Luka on October 8 – 9 for Workshop K of the same ICT.
- November 25 - 26, Sabina Dervisefendic, Program Officer, and Anand Arnautovic traveled to Mostar. Sabina Dervisefendic and Tia Pausic, America's Development Foundation Country Director, conducted interviews with potential candidates for an upcoming training program on Telecottages in Rural Environments.
- In November, Aida Hadzic and Anand Arnautovic traveled two days to Tuzla and two days to Banja Luka for an opening reception and monitoring visit of Workshops M and N of the Water Utilities ICT.

**Cost-Savings Measures**

- For the TCT program in Multiethnic Governance, \$1,112 was saved by using the lower M&IE rate of \$45 instead of \$62 in Budapest
- Slovak visas were delivered for the same program by WL/STAR staff during a trip to Zagreb instead of WL/PTP staff going to Zagreb, for a savings of \$521
- \$1,056 was saved by using lower M&IE rates for the TCT program in Telecottages, instead of the USG rate of \$62 in Budapest
- \$400 was saved for this same program by receiving an exemption for Hungarian visas for the group.

Total Savings.....\$3,089

## PTP/Bulgaria

For information regarding the most recent training activities for participants from Bulgaria please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- Conflict Resolution Commission Formed in Bulgarian Municipality Based on Regional Models
- Bulgarian Business Associations Strengthened Through Competitiveness Strategies

### **Media Coverage**

- Dr. Vassil Kirov, Deputy Director of the Bureau for Financial Intelligence (BFI) and TRANSIT trainee in a US program in Money Laundering in July 2001, gave an interview in *Dnevnik* (Oct.11). Dr. Kirov comments that after the tragic events of September 11, Bulgaria, just like many other countries around the globe, has taken extraordinary measures to track down leads of financial resources to terrorist activities and, in particular, leads to Osama bin Laden and the Taliban. Bulgaria is now in the process of ratifying the Convention for Combating Terrorism and once the convention is in place, changes in the Penal Code will be made to criminalize these activities. Dr. Kirov explains the current mechanisms for freezing suspicious bank accounts and bank operations and comments on the necessity for better and more flexible mechanisms that will allow quick prevention of money laundering and financing of terrorist activities.
- The Bulgarian Media Coalition (BMC) and ABBRO met with President Stoyanov to lobby for radically new laws on radio and television. The reason for the meeting are changes to the current media legislation which, in BMC and ABBRO's opinion, are superficial. The two major media NGOs in Bulgaria are lobbying President Stoyanov to exercise his veto right over the changes in the law already voted on in Parliament. The meeting was attended by a number of former TRANSIT participants, including Tony Arsova, Ivailo Lukanov, and Petko Georgiev. (*Dnevnik*, Nov.2)
- Corporations are allowed to use up to 10% of their income before tax for charity and donations to various kinds of organizations including NGOs. This percentage used to be 5% and NGOs were not included in the list of potential recipients. With the recent change, Bulgarian NGOs' fundraising opportunities are improving greatly. One of the MPs that was instrumental in passing this change in the law is Lyutvi Mestan, a former TRANSIT participant in a US training program on NGO Law.
- See the attached translation of an article from the December 22, 2001-January 4, 2002 edition of *Capital* related to a recent US training program for Government of Bulgaria Public Relations Officers.

## **In-Country Training**

- In response to the Mission's request for a spring ICT focused broadly on financial crimes related to non-cash payment methods, World Learning staff have been meeting with high-level stakeholders in order to conduct needs assessment. Meetings have so far been held with the senior management of the Bulgarian Economic Police, senior management of the Bulgarian National Service for the Fight Against Organized Crime, and a high-ranking banking officer.

## **Noteworthy Events**

- November 11 was Bulgarian presidential election day. Former TRANSIT participant Ms. Nelly Kutzkova ran for Vice President on a ticket with the current President, Peter Stoyanov, who ran for a second presidential term. Ms. Kutzkova, participant in a recent Court Administration US training and was Chairman of the Sofia District Court. Ms. Kutzkova and Mr. Stoyanov lost to Purvanov/Marin – the nominees of the Bulgarian Socialist Party.
- World Learning and the Mission have begun intense work on the 2002 Training Plan, which should be approved in February.

## **Cost-Savings Measures**

- \$ 4,748 was saved on airline tickets by arranging for group discounts or by purchasing tickets in the field instead of the US. The programs were Competitiveness Training; Ecotourism; and Local Government Citizen Participation.
- \$ 600 was saved on interpretation for the Competitiveness Training third country training program by engaging technical assistance partner staff for interpretation (the salary was covered by the partner).
- \$ 2,280 was saved by using reduced M&IE rates for the TCT Competitiveness Training program.
- Cost-savings of \$ 2,112 were made by purchasing airfare in Bulgaria for the Auditing training program.

Total Savings.....\$9,740

## PTP/Croatia

For information regarding the most recent training activities for participants from Croatia please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- *Croatian Official Cracks Down on Cyber Crime Following US Training*

### **Staffing**

Zvezdana Batkovic, Program Officer, was promoted to Program Manager, and Ms. Vanja Nikolic started work for World Learning/Croatia as a Program Officer on December 1, 2001.

### **Media Coverage**

- The October 1 edition of *Glas Slavonije* contained an interview with Mr. Branislav Vorkapić, President of the Organization for Civil Initiatives, an NGO from Osijek. The interview with Mr. Vorkapić, a participant in a June program in Poland and the Czech Republic on the Role of NGOs in Community Building, promoted the Manual for Community Organizers issued by Mr. Vorkapić and his organization. 2,500 copies of the manual have been printed and distributed for free to community members interested in identifying and resolving issues related to quality of living. In the last paragraph of the article, Mr. Vorkapić says, "Experiences gained on the study trip in Poland and the Czech Republic, that was organized by World Learning, have helped the development of this manual as well."
- Ms. Gordana Galović, a journalist and participant in an in-country symposium in Plitvice on Pension Reform, described in the October 7 and October 9 editions of *Jutarnji list* the seminar presenters and the results from public opinion polling agency PULS, showing that every fourth Croatian citizen is afraid of being cheated in the pension reform process.
- Ms. Ana Horvatić, Croatian TV journalist and Pension Reform training participant, talked on the Business World program on Croatian national television October 11 about pension reform benefits and methods of choosing and registering for pension funds, along with Mr. Dragan Kovačević, the Director of HAGENA, the Croatian governmental agency in charge of pension reform.
- Further press on pension reform from seminar participants appeared in the October 12 special edition of *Globus*, a national weekly magazine, and in the October 22

edition of *Jutarnji list*. The latter publication featured a special 4-page section on pension fund issues.

- Numerous press articles also appeared in November to coincide with the in-country training program on De-Mining.

### **In-Country Training**

- October 5-7, a seminar on the new Croatian Multi-Pillar Pension System was held in Plitvice Lakes. CARANA, the USAID implementing partner, provided trainers and materials. Trainers and lecturers included staff from HAGENA (Croatian Government Pension Reform Agency), REGOS (Central Registry of Affiliates), the Croatian Pension Fund and the polling agency PULS. There were 30 journalists present. Most of them participated in the first Pension Reform seminar, held in Trakoscan in July. The Croatian Minister of Works and Social Welfare, Mr. Davorko Vidović, actively took part in the seminar as well.
- Four one-day seminars were held on Demining for Media and Local Government in November to introduce media representatives to the mine situation in Croatia; to discourage sensationalist approaches and encourage ethical approaches to reporting on the mine problem; and to enable more successful participation of the local government and public companies that deal with planning and prioritizing in the area of de-mining. The seminars were held in the four most mine-contaminated regions: in Vinkovci for 32 participants; in Pozega for 23 participants; in Topusko for 22 participants; and in Zadar for 23 participants. All the trainers were from the Croatian Mine Action Center (CROMAC) and the foundation Croatia Without Mines.

### **Noteworthy Events**

- An Awards Ceremony for past participants was held on October 26 at Preporodna Hall of the Croatian Academy of Science and Arts. Guest speakers included US Ambassador Mr. Lawrence Rossin; USAID Mission Director Ms. Pamela Lane Baldwin; and Deputy Secretary of the Zagreb City Government Ms. Greta Augustinović-Pavičić, who participated at the Metropolitan Area Service Delivery training program in Denmark. 107 participants who attended 15 World Learning-administered USAID training programs between January and October 2001 were invited to the ceremony.
- A one-day training on action planning was presented by Ralf Graves of Astrion for the World Learning staff and USAID representatives in early November.

## **Cost-Savings Measures**

- \$124 was saved by negotiating the cost of the conference facilities for the ICT in Pension Reform in Plitvice.
- \$68 was saved by using the lower M&IE rate of \$45 instead of \$62 for a participant attending the Euromoney Conference in Cavtat.
- \$425 was saved by using the lower M&IE rate of \$45 instead of \$62 for trainers at the Seminar on De-mining for Media and Local Government.
- \$500 was saved by negotiating for free conference space at the hotel used for the De-mining program.
- \$3,457 was saved by using the lower M&IE rate of \$45 for the Multi-ethnic Governance group of 15 participants who trained in Hungary and Slovakia.
- \$1,785 was saved by using the lower M&IE rate of \$45 instead of \$62 for the program on Current Issues of Croatian Legislation and Legal Practice.

Total Savings.....\$6,359

## **PTP/Macedonia**

For information regarding the most recent training activities for participants from Macedonia please refer to the status chart on page 3.

## **Success Stories**

Please see the E&E Website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- Macedonian Sheep Breeders' Association Improves Marketing of Cheese, Wins International Award
- Participants Present the Benefits of Local Environmental Action Plans to Communities in Macedonia

## **Staffing**

Natasha Murdzeva was promoted from Program Assistant to Program Officer and Tanja Gjorgjevska was promoted from Program Assistant to Senior Program Assistant.

## **Media Coverage**

- A two-day seminar on the subject "The Role of the Media and the Courts in a Democratic Society" was held at the Center for Continuing Education with the

Association of Judges on October 15 and 16. Its purpose was to familiarize the judges, lawyers, journalists and representatives of some governmental bodies with Article 10 of the European Convention of Human Rights (freedom of speech and information). The President of the Supreme Court of the Republic of Macedonia, Justice Simeon Gelevski, spoke of the legislation and the provisions regarding this issue: freedom of speech and information, as well as the relation between the courts and the media. Judge Gelevski was sent to a Conference on Judicial Independence in San Francisco in 2000 and the Center for Continuing Judicial Education was awarded a small grant (*Utrinski vesnik*, October 16, 2001).

- Recently, the Public Revenue Office (PRO) within the Ministry of Finance created a website (<http://www.ujp.gov.mk/index.cfm>) aimed at providing taxpayers with numerous useful tax-related information. This includes tax regulations, instructions and detailed explanations on certain issues such as value-added tax (VAT), commentary on tax-related laws, as well as a mechanism to ask questions and receive answers via the website from experts from the Ministry of Finance and Public Revenue Office. Also, the key values of the PRO are listed on the website along with the Code of Ethics of tax officials/employees, and the organizational structure of the entire PRO including its headquarters in Skopje and regional offices throughout Macedonia. Furthermore, taxpayers are given the possibility to download or just fill in on-line various tax forms including VAT forms. The completed forms can be submitted directly to the PRO for further processing. These forms were created by the 5 participants who attended the third-country training program in 2000 in Slovenia on Value Added Tax. (*Utrinski vesnik*, October 10, 2001).
- The magazine *Capital* featured a two-page interview with Sanja Milanovik, Director of the Monopoly Authority, who was a participant in European Union Accession Support training in Hungary in 2000. In the interview, Ms. Milanovik explains the role of the Monopoly Authority, which is closely related to the recently signed Stabilization and Association Agreement between Macedonia and the EU. The Authority employs 7 people and is responsible for the enforcement of the newly passed Law on Limiting Competition (known as the Anti-Monopoly Law), monitoring the mergers of companies, controlling the monopolistic attitude of companies and preventing the misuse of dominant positions in the market by certain firms. As the Director of the Monopoly Authority, Ms. Milanovik is in charge of the internal organization and management of the organization.
- A four-page interview with Natalija Nikolovska, PhD, appeared in the October 2001 issue of the magazine *Actuel*. Ms. Nikolovska was a participant at the Partners in Transition Conference in Sofia, Bulgaria in 2001. In the interview, she speaks of the current economic conditions in the country and the process of transition. Her colleagues at the Economic Faculty of the University in Skopje consider her one of the most knowledgeable experts of Macedonia's transition.
- At the beginning of November, a promotion was held for a new newsletter, *Meat and Dairy Products*, that is prepared by the Macedonian Association of Meat and Dairy

Producers. The responsible USAID technical contractor, Land O'Lakes, provided some assistance and financial support to the Macedonian Association. This newsletter includes educational topics and information and is the first one of its kind in this field in Macedonia. It will cover all issues concerning the entire product cycle: starting from the raw materials and the beginning of production, to the retail sale of the products. It will also incorporate novelties used in the production process. To date, World Learning has arranged agribusiness-related training for three groups who work closely with Land O'Lakes and three more are planned in the near future.

- The December 29-30 issue of *Utrinski Vesnik* reported that at an event entitled "Produce Healthy and Quality Food" organized by the Ministry of Economy, the first Macedonian poultry processing company, Pilko, won first prize in the category of Meat Products. In the first year of its existence, the company managed to increase the sale of fresh poultry in Macedonia, to set new standards in breeding and meat production, and in return the consumers benefited from healthy and quality food products. The Manager of Pilko, Mr. Ljubco Drenkovski was a TRANSIT participant on the US training program on Poultry Processing that took place in January 2000. During this training, Mr. Drenkovski received hands-on management experience in a small to mid-size chicken processing and distribution company in the US. His training was focused on issues such as quality control, logistics, purchasing, and organizational structure of a small-size chicken processing company, cost accounting, branding, distribution, sales management techniques, and industry benchmarks.
- See the Appendix for a copy of an article from *The Caledonian Record*, St. Johnsbury, Vermont, November 28, 2001, "Macedonian Officials Visit Here on Learning Vacation"
- See the Appendix for a copy of an article from *The Daily of the University of Washington*, Seattle, Washington, December 11, 2001, "Nation Building: UW Professors Help Train Macedonian President's Cabinet"

#### **In-Country Training and Follow-on Activities**

- Participants who recently received training in Volunteerism had a meeting on 8 October regarding their main group follow-on activity: the preparation of the Volunteerism Manual. The group first specified and categorized the sections (Introduction, Needs Assessment, Recruiting Volunteers, Training Volunteers, Motivating Volunteers, Procedures and Requirements, Evaluation of Volunteers). They then agreed on the topics that each section should cover, assigned one or two people to work on each and agreed on a deadline for the first draft of November 20. Afterwards, they will share the draft with the entire group for suggestions and recommendations.

## **Noteworthy Events**

- For the first time in Macedonia, there was an NGO fair held at the Aleksandar Palace Hotel between October 23 and 25. The fair was organized by the Macedonian Center for International Cooperation, Catholic Relief Services, and the Institute for Sustainable Communities. Of the 108 organizations, agencies, associations and foundations present, USAID/World Learning had trained participants from 18 of these groups with several from each of the 9 sectors (human rights, children's rights, women's rights, environmentalism, health, civic society, employment/generating of income, information, education). This was an excellent opportunity for the representatives of the local NGOs to meet, get acquainted with each other's work, share information and exchange experiences and ideas. The activities at the fair included roundtable discussions, panel discussions, and audio/video presentations. One of the topics of discussion was volunteerism in NGOs, as a direct result of the efforts and work of participants from the recent US training in Recruitment of Volunteers for Macedonian CSOs.
- A commercial presentation of traditional white cheese was organized at the Ognishte restaurant at the Holiday Inn on October 19. The purpose of this event was to present to the public the work of 10 associations of sheep breeders that have been supported by Land O'Lakes for the last three years. World Learning was among the invited organizations. A success story on this event will follow.
- At the S.O. 1.3 meeting at USAID held on November 2, 2001, a Certificate of Appreciation was presented to the World Learning staff, among other projects' staff, in recognition of the dedication, commitment and professionalism during the Macedonian crisis, from March through October, 2001. Stephen Gonyea, USAID S.O. 1.3 Team Leader, presented the Certificate.
- The World Learning/Macedonia staff was invited to the Christmas Party that was organized by USAID Strategic Objective Team 1.3. on December 14 in the Army hall. As has become the tradition, the party was visited by the President of the Republic of Macedonia, Mr. Boris Trajkovski. In his address to the guests, President Trajkovski emphasized the invaluable support that USAID has given to Macedonia by contributing to a stable democracy, responsible local government and a stronger market economy. Mr. Steve Gonyea of USAID introduced the President to all project personnel present and each project's ongoing activities were explained. When meeting the President, World Learning staff informed him about the members of his Cabinet who were attending the President's Cabinet Staff Training in Washington and Vermont between November 14-December 15.

## **Cost-Savings Measures**

- \$180 was saved by staff who administered 6 CEPA tests.

- \$17,435 was saved by buying airline tickets at a group rate in Macedonia for the Building Municipal Associations group who trained in the US.
- \$1,666 was saved by providing the reduced M&IE rate of \$45 instead of \$62 to participants from the Women Mayors group who trained in Hungary.
- \$250 was saved for overnight accommodations for the On-Site Banking Supervision group, which were included in the price of the airline tickets. The price of the visa was also included in the ticket, resulting in an additional savings of \$125.

Total Savings.....\$19,656

### **PTP/Romania**

For information regarding the most recent training activities for participants from Romania please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://www.eetraining.net/home.htm> for full details on the following Success Stories reported during this quarter:

- New Environmental Assessment Tools Professionalize Romanian Government and Smooth Transition to EU Standards

### **Staffing**

- Michael Wenzler accepted the position of Country Director in BiH and departed for Sarajevo on November 27. Cristian Andriciuc took over the position of Country Director for the Romania office.
- Due to two TRANSIT local staff positions being eliminated from the budget under the PTP contract, George Baraitaru and Anca Botescu transferred to the World Learning ChildNet project in Romania.

### **In-Country Training**

- Thirty-one participants attended a seminar on Proposal Writing for Rural Mayors held in Predeal, November 6 – 8. The main objectives of the seminar were to provide technical skills and knowledge in proposal writing for community works and services; to identify donors and programs that support community works and services; and to solve particular problems faced by rural communities in obtaining information about donors and programs in support of community works and services. CENTRAS was the training provider selected competitively for this program.
- A continuation of the training series in Child Welfare for Mayors, Phase III, was held for 30 participants from Mures County November 20 - 22. The objectives of the

training were to integrate the jointly developed curriculum for mayors training and to develop specific action plans with the trainees to be used in the dissemination and implementation process of the new ideas and methodologies. Pentru Copiii Nostri was the training provider.

### **Cost-Savings Measures**

- \$8,744 was saved on per-diem and lodging for the ICT in Proposal Writing.
- \$5,724 was saved on per-diem and lodging for the ICT in Child Welfare.
- \$180 was saved by staff administering English tests in-house.

Total Savings.....\$14,648

## APPENDIX

Article from *The Caledonian Record*, St. Johnsbury, Vermont, November 28, 2001,  
“Macedonian Officials Visit Here on Learning Vacation”

Article from *The Daily of the University of Washington*, Seattle, Washington, December  
11, 2001, “Nation Building: UW Professors Help Train Macedonian President’s  
Cabinet”

Translation of article from *Capital*, Sofia, Bulgaria, December 22, 2001-January 4, 2002,  
“Ministerial Press Secretaries Gaining PR Experience in United States”

# On Both Sides Of The River

**St. Johnsbury**

## Macedonian Officials Visit Here On Learning Vacation

**BY BRAD USATCH**  
Staff Writer

Add "international classroom" to Vermont's resume.

Four assistants to the cabinet of the Macedonian president are in Vermont on part of a month-long educational visit to the United States.

Sponsored by the United States Agency for International Development, they are participating in a program to help officials from emerging democracies learn how our government works, and how it inter-

acts with the media.

Elena Atanasova, Anita Krisan, Daniela Bocvarsua, and Aleksandra Cvetkova stopped by The Caledonian-Record Tuesday to pick the brain of publisher Mark Smith about how the government can best work with a free press.

Their questions ranged from wondering if the American press also had a thirst for the standard handshake photo, to asking how much information should be released to the reporters before a press conference.

Answer: everything.

They will spend two weeks in Vermont visiting various government and media institutions hopefully taking back lessons to help them be more effective and efficient in the service of President Boris Trajkovski.

Atanasova works for the minister of protocol, Krisan for the economy minister, Bocvarsua works for the law department, and Cvetkova for public relations. Each of the young women has an advanced degree in her field.

It was the first trip to the United States for each of them, and though the focus was on basic management training, Atanasova admitted there were other reasons: "Most of all to improve our conversation in English."

After leaving Vermont the group will head to Seattle to see how things are done in a large city.

Macedonia is a country of about 2 million people with an area slightly larger than Vermont, located in the Balkan peninsula. One reason Vermont was cho-

sen as a destination is its similarity to Macedonia. Both are largely rural and hilly with warm dry summers and cold snowy winters.

In fact, all of the visiting dignitaries were dressed for the season, if not the weather.

"Macedonia is also green," said Krisan. "It has mountains, and the nature is similar, and also the climate."

The former Yugoslav republic declared its independence in 1991. Since then it has been viewed by the U.S. as a strug-

gling but promising parliamentary democracy.

Though the American press has presented Macedonia as a country divided between Christian ethnic Macedonians and Muslim ethnic Albanians, our guests disputed the point.

"We don't make differences in this because we are all one people," said Krisan.

The Macedonian Constitution also guarantees freedom of the press. What they hope to find here are the hard-won lessons of more than 200 years of practice.

# Nation building

## UW professors help train Macedonian president's Cabinet

By Bryan Lee Tenrke  
The Daily

While political turmoil consumes the Republic of Macedonia, the UW and Seattle have been training four members of the Macedonian president's cabinet about the future of the Macedonian government.

"The University has an obligation to serve the community," said Leonard.

Macedonia was formed in 1991, out of the breakup of Yugoslavia. Since then, the country has participated in the U.S.-led war against Yugoslavians and fought local ethnic Albanian rebels within its own borders.

"This is a very young government and a very young country," said Hofferman.

It also sent a very young delegation. The four women of the cabinet resemble college students when relaxing in downtown Seattle's Last Supper Club and shopping at Wal-Mart. They are the antithesis of the old, dried-up politicians that make up Cabinets in Western governments.

This is common in Eastern Europe since the younger generation is more likely to know English, a needed skill in the international climate according to Tamara Leonard, outreach coordinator for the International Studies Center.

The four women represent only half of the cabinet, since security concerns in Macedonia prohibited the full Cabinet from leaving the country for two weeks. Instead, the second half of



These security concerns are well founded since a vote to dissolve the Macedonian government and begin a general election process in January, required under a peace deal with ethnic Albanian rebels, was canceled on Nov. 27. Four days earlier, seven government ministers resigned their positions. There will now be a general election in spring according to Aleksandra Cvetkova, a public relations assistant in the Macedonian government.

In addition to classroom training, the program includes site visits that expose participants to organizations such as the Seattle City Council, Mayor Paul Schell's office, and the Seattle Police Department. The delegates are also being mentored by local politicians and attending cultural events.

One of the first cultural events attended was the Annie Leibowitz exhibit at the Seattle Art Museum titled *Women*. The collection of photography looks at the status and roles of women at the beginning of a new millennium, including shots of women in traditionally male-dominated jobs who face tremendous challenges. It was an exhibit these women could relate with.

"It has been a very difficult year," said Cvetkova, "but we hope we can find a peaceful solution to our prob-



Aleksandra Cvetkova, left, and Daniela Ilcovarska, two members of Macedonian President Boris Trajkovski's cabinet, relax after a training session on time management at the University Inn. Cvetkova and Ilcovarska are part of a delegation from educated in Seattle on steps

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Note to file, UST "GOB PR Officers", 01 – 15 December, 2001  
10 January 2002

*Original article from Capital – Dec 22, 2001-Jan 04, 2002 edition  
By Konstantin Ivanov*

*Translation from Bulgarian by Miglena Mladenova, Administrative & Program Assistant*

## Ministerial Press Secretaries Gaining PR Experience in United States

Most of the heads of the press centers of the Bulgarian Ministries "vanished" for two weeks in early December. This event was due to the United States Agency for International Development (USAID), which invited the PR specialists to visit the United States and get acquainted with the work of their colleagues in Washington, and also in Tucson and Phoenix, Arizona. The group of officials trained at the seminars was comprised of the press secretaries of the Ministry of Foreign Affairs, Ministry of Economics, Ministry of Finance, Ministry of Transport, Ministry of Social Affairs, Ministry of Health and Ministry of Culture as well as two representatives of the press center of the Government. The Bulgarian PR specialists attended a session of the Municipal Council; they met with representatives of non-governmental organization to observe how they deal with negative publicity. The program also included a visit at a local marketing and advertising agency and discussion about relations with the media with the Arizona governor's team and the team of a congressman from the same state.

"In Washington we attended briefings of the spokespersons of President Bush and Secretary of State Colin Powell," reveals the press secretary of the Ministry of Finance Olya Gencheva. She was highly impressed by the use of web-board for online coordination of the work of the separate press offices. The Bulgarian press secretaries also noticed the teamwork of the separate press offices. "Everybody knows his/her exact place. Everyday briefings are being held, where speakers can convincingly explain things for a long time without saying anything specific. In the USA nobody would blame the media for not doing their work. The average age of the American political journalists is 45, which is quite uncommon for Bulgaria," asserts Sonia Momchilova, press secretary of the Ministry of Transport and Telecommunications.

The Bulgarian group was especially intrigued by the unusual relations between the American governmental PR officials and the media. Mariana Licheva, who is press secretary of the Ministry of Economy, admits that "there is partnership between the American media and the authorities as they work in the same direction, although they think in different ways. There are no written rules in the contacts between the PR specialists and the media – the communication process is founded on ethics."

After attending a briefing at the State Department, the head of the press-center of the Ministry of Foreign Affairs Eleonora Dimitrova decided to modify some of the tactics in her work with journalists. "We still react after the news is announced. We add information. However we are not a source of news, we are not proactive" judges Ms Dimitrova. The Bulgarian governmental PR specialists were impressed by the professional experience of their American colleagues.

"Probably because of the state of emergency, briefings were held every day. They were aimed at presenting everything so obviously and clearly that public opinion would finally grow indifferent towards what is happening. Furthermore the speakers never show their dislike for the journalists," conveyed the press secretary of the Ministry of Social Affaires – Ekaterina Vitkova.

USAID has assigned the implementation of this two-week PR training in the USA to the representative office of Management Systems International (MSI) in Bulgaria. MSI also conducted a PR training program for press attachés from the state administration. The first course of lectures was completed throughout November, last year, while the second round is planned for the beginning of February. Diana Pazaitova from MSI reports some details on the issue: "This is our joint initiative with the Council of Ministers, since public relations are a major element of the Government's policy. The program actually includes concepts introduction, analysis of sociological research, campaign planning, message definition, channels of communication, relations with the media, design of web-pages."

The two-week visit of the USA is not the first training abroad of the press secretaries of the Ministries. In November Olia Gencheva and Mariana Licheva traveled to London on a program of the British Ministry of Foreign Affaires. They claim their most interesting meeting during the program was with the press secretary of Tony Blair – Alistair Campbell. Mariana Licheva used her visit in London to discuss the information policy of the Government together with the Bulgarian City Club. The contacts of the Ministry of Economics with Bulgarian citizens working abroad will continue. "We are planning for January the next conference connection, which will be held either with the Bulgarian City Club, or with the analogous Wall Street Club in New York," explained Licheva.

## Participant Training Intervention Status – January to March 2002

Country	UST			TCT			ICT			EMT			Academic (full-service)			Academic (fund only)			TOTALS		
	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total	M	F	total
<b>Albania</b>																					
- quarter	0	0	0	15	8	23	124	175	299	0	0	0	0	0	0	0	0	0	139	183	322
- cumulative	0	0	0	15	8	23	146	179	325	0	0	0	0	0	0	0	0	0	161	187	348
<b>Bosnia-Herzegovina</b>																					
- quarter	3	0	3	6	1	7	30	11	41	0	0	0	0	0	0	0	0	0	39	12	53
- cumulative	3	0	3	21	3	24	60	43	103	0	0	0	0	0	0	0	0	0	84	46	130
<b>Bulgaria</b>																					
- quarter	14	15	29	19	9	28	17	4	21	0	0	0	0	0	0	0	0	0	50	28	78
- cumulative	35	38	73	23	13	36	17	4	21	0	0	0	0	0	0	0	0	0	75	55	130
<b>Croatia</b>																					
- quarter	12	12	24	11	9	20	32	31	63	0	0	0	0	0	0	0	0	0	55	52	107
- cumulative	12	12	24	24	11	35	130	82	212	0	0	0	0	0	0	0	0	0	166	105	271
<b>Macedonia</b>																					
- quarter	8	2	10	6	13	19	0	0	0	0	0	0	0	0	0	0	0	0	14	15	29
- cumulative	22	13	35	7	15	22	0	0	0	0	0	0	0	0	0	0	0	0	29	28	57
<b>Romania</b>																					
- quarter	11	3	14	1	2	3	150	33	183	0	0	0	0	0	0	0	0	0	162	38	200
- cumulative	18	7	25	1	2	3	222	61	283	0	0	0	0	0	0	0	0	0	241	70	311
<b>Regional</b>																					
- quarter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- cumulative	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTALS</b>																					
- quarter	48	32	80	58	42	100	353	254	607	0	0	0	0	0	0	0	0	0	459	328	789
- cumulative	90	70	160	91	52	143	575	369	944	0	0	0	0	0	0	0	0	0	756	491	1247

## Kudos

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In March 2002 the seven Bulgarian participants who had attended a US training program on Health Sector Financing wrote a letter of thanks and appreciation to Ms. Debra McFarland, the USAID Mission Director. In it they said, "The program was organized and conducted on an exquisitely high level, and was extremely useful for us...All the institutions we met had prepared a thorough presentation of their activities...The acquired knowledge and experience will help us increase our contribution to the development and improvement of the health services in our country...We would like to express our gratitude to all the organizations that have participated in the preparation and the implementation of the training program."

## Programming Highlights

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- U.S. Training

World Learning trained 80 participants in the US in 13 programs this quarter. All of the US-based programs were awarded to providers through a competitive procurement process to secure the best quality training at the most cost-effective price.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits.

### Health Care Reform

Reforms are still needed to improve the quality of healthcare services in many CEE countries. Improvements are needed in several areas. Bulgaria focused this quarter on two areas: healthcare finance and improved communications in healthcare reform.

- A group of ten Bulgarian health care management professionals participated in a training program awarded to Heartland International in Chicago, Illinois. The goal of the program was to learn about methods used by different private health plans or Health Insurance Companies (HICs) in the US. to negotiate contracts with both beneficiaries and providers (or to decide to either accept/reject terms for participation in the Medicare program in the case of the U.S. Health Care Financing Administration (HCFA) ). The program included exposure to both for-profit and non-profit plans.

The training provided the group with a better understanding of the differences among various health plans, looking particularly at their differing tax status, corporate missions, administrative costs, and financial performance. They discussed with health plans and HICs their contracts with providers and with beneficiaries to gain a better

understanding of how to contain costs. The group also studied Quality Management customer service departments of health plan/HICs charged with handling service/eligibility concerns, exploring grievance procedures and other QM features, and the role of peer-review organizations (PROs) in validating the quality of providers contracting with state and federal governments. The participants gained a better understanding of the negotiation process and learned about the roles and responsibilities of human resources/staff benefits personnel in negotiating contracts.

The program included one week of visits to state offices and private companies, including the regional branch office of the Centers for Medicare and Medicaid Services; the HCFA, which is charged with all claims processing; various peer-review organizations that assess quality of providers in some US states under contract with the Centers for Medicare and Medicaid Services; the Illinois State Department of Health Medicaid/Medical Office, hospitals, insurance companies and HMOs.

- Bulgaria sent nine participants from various government agencies and institutions involved in pension reform to a two-week training program conducted by the State Public Policy Group (SPPG) in Des Moines, Iowa. The goal of this program in Communications for Social Reform was to teach techniques for improving capacity to communicate more effectively the pension and health reforms being undertaken by the Government of Bulgaria. Institutions represented in the training were the National Social Security Institute; the National Assembly; the Ministry of Health; the Ministry of Labor and Social Policy; Social Insurance Supervision Agency; National Health Insurance Fund; Dovere Pension Insurance Company (a private insurance firm); and The Index Foundation (an NGO working in the health field).

Communication for Social Reform focused on specific topic areas such as government relations, public participation techniques, public opinion surveys, communications technology including the Internet, market research and public information, outsourcing campaign services, handling complaints, and how to develop successful public service announcements and work with the media to reinforce social reform. To give the participants a framework, SPPG provided overviews of the health benefits and pension systems on the federal and state levels and introduced them to the concept of clearinghouses as a mechanism for disseminating information.

### Regulation of Electric Utilities

As the energy sector of Croatia undergoes restructuring, new energy laws are being developed, and independent regulatory authority and competitive regional power market established.

- An official of the Ministry of Economy, designated to take the lead role in drafting energy legislation, participated in a course delivered by the Institute for Public-Private Partnerships. The overall objective of this training was to expose the

participant to a number of tools, techniques, and models in the regulation of both public and private electric utilities that generate, transmit, and distribute energy services.

- Ten mid-level managers at a state-owned electric utility company that carries out electricity generation, transmission, and distribution activities throughout Croatia and operates the national power system, participated in a program designed to better plan and manage investments in electrical distribution systems, taking into consideration the complexity of technical, financial, social, and environmental aspects. The group spent one week in Jefferson City, Missouri and one week in Kansas City, Missouri training with Transaction, Inc. Participants learned about strategic management issues, operations management in power distribution, financial management, environmental management, and marketing management. They made site visits to a private utility company, a publicly-owned utility company, electric cooperatives, and the Department of Natural Resources, gathering information about how the power industry cooperates with environmental organizations in the disposal of chemicals.

### Bank Reform

Many CEE countries continue to look for ways to improve their banking systems. An understanding of how banking agencies are organized, how bank supervision is carried out, and how to manage risk are all crucial to strengthening the banking infrastructure.

- Four managers from the Supervision Department of the Croatian National Bank were selected to participate in an intensive training program implemented by Astrion, Inc., in Philadelphia. The objectives of the program were to review corrective measures used by US bank regulators; review early warning systems; gain an understanding of the structure of US bank supervision agencies; examine the relationship among banking agencies and between banking agencies and the US Congress; learn more about on-site supervision; and learn about the public relations aspect of bank supervision. The participants spent the majority of the trip in Philadelphia, where they divided their time between site visits and theoretical discussions of bank supervision issues. Site visits in the Philadelphia area included the Federal Reserve Bank of Philadelphia and various private commercial banks in the area. The program's highlight was their observation of a bank examination at a commercial bank in West Chester, PA, where they were able to shadow examiners and ask questions of both examiners and bank executives. The bank shadowing portion was arranged by the Pennsylvania Department of Banking Examinations Bureau.

The group also spent three days in Washington, DC, where they had an extensive training session with the Federal Deposit Insurance Corporation covering a variety of relevant topics, such as offsite monitoring; CAMELS off-site rating system (SCOR); the Uniform Bank Performance Report; the public relations aspects of bank examinations; and government relations. In addition, they had the opportunity to meet with the Deputy Chief of Banking Supervision and Regulations of the

International Monetary Fund, and the Committee on Financial Services of the US House of Representatives.

- The Institute for Global Finance and Trade (IGFT) provided training for a group of six Bulgarian commercial bankers. The objective of this training was to provide up-to-date banking skills and an overview of banking culture in an effort to create a competitive, sound and stable banking system. The training took place at banks and various financial institutions throughout the Washington, DC area, including First Union Bank, Business Bank, US Export – Import Bank, and NASDAQ stock exchange. Training was divided between theoretical, classroom discussion and on-site visits with representatives of each banking institution. The participants returned to Bulgaria with knowledge regarding the fundamentals of risk management, including how to measure and manage market, credit, and operational risks using various industry approaches.

### Developing Capital Markets

Further development of the financial sector requires strengthening regulation and improving disclosure and transparency in capital markets.

In an effort to help Bulgaria develop the skills to enforce securities law, Lewis University, in Romeoville, Illinois, provided training for six Bulgarian participants: three from the National Securities commission and three from the Supreme Administrative Court of Bulgaria. The training took place on campus and at numerous financial and regulatory institutions throughout Chicago, including the Chicago Stock Exchange and the National Association of Securities Dealers. Trainers and guest lecturers from the various site visits instructed participants in the administration, observance, and enforcement of US securities law. As a result of this training program, the participants gained an understanding of the fundamental legal concepts as well as fundamental ethics and business practices that are needed to support a well developed capital market.

### Managing Public Finances

Bosnia-Herzegovina's current management of public finances is decentralized, inefficient, ineffective, and inconsistent with the needs of a competitive market economy. The poor management of public finances is further exacerbated by the State of BiH (national level) and the two administrative entities, the Federation and the Republika Srpska, having fiscal systems independent of each other.

In an effort to promote a centralized, efficient, effective system within each of the three governments, the heads of each of the Treasury Departments participated in an intensive training program conducted by the Institute for Global Finance and Technology (IGFT). The training covered issues related to the operation of financial management systems at the national, state and local levels of government. The participants learned how public budget statistics from all three government levels are collected, consolidated, and centrally reported. They gained a thorough understanding of operational management

techniques, comparative fiscal systems, information management, financial planning and policy analysis. The group spent two weeks in Washington, DC. They met with the US Treasury Department, Virginia county officials of management and budget, and public policy professors.

### Environmental Education

Increasing public awareness of the value of National Parks in Croatia will increase appreciation for the need to promote preservation.

The Croatia National Parks, the Ministry of Environment, and the World Bank have established a joint effort to conserve park areas in Croatia. To support this effort, nine participants, including environmentalists and current and prospective employees from parks in the war-affected areas, attended a course entitled *Interpretive Panels and Wayside Exhibits* at the National Center for Conservation Training (NCTC) in Shepherdstown, West Virginia. Interpretative Panels and Wayside Exhibits are extremely effective and cost-efficient tools used to project the image of an organization while they tell the story of a conservation site or deliver management objectives. The participants learned how to develop effective interpretive signs and exhibits, select appropriate fabrication materials, and select appropriate sites for sign/exhibit placement. As a result, they are now better able to access standards for panel design, estimate costs of design and fabrication, and identify ways to manage quality control. They also learned how to work effectively with contractors. Participants met with interpretive specialists from Yellowstone National Park, as well as from national parks in Hawaii, Florida, and Alaska. The course featured lecturers from the Fish and Wildlife Service and the National Park Service. Following completion of the course, the participants went to the Shenandoah National Park in Luray, Virginia, where they could observe many of the tools they learned about in the course training. As a result of this training, the participants are now able to design the tools needed to spark visitor interest, and encourage compliance with site rules.

### The Role of Effective Government

Instituting the essential elements of good governance continue to be of great importance to many CEE countries in transition. Macedonia's government continues to look for ways to rule responsibly and effectively to promote transparency, professionalism and accountability.

The President's Cabinet of the Republic of Macedonia is the institution that provides professional expertise for the proper functioning of the rights and the obligations of the President. With its activities, the President's Cabinet contributes to the overall organizational work of the President and the implementation of his duties. In order to achieve these goals, a new approach to staffing and managing the President's office has been adopted.

Global Education Services (GES) in Seattle, Washington implemented training for the second of two groups of Cabinet Members. The training included an overall review of the role of government and its various components. Training objectives covered the following topics: time management; improved inter-office communication systems; constituency relations; security and privacy issues and policies; and the use and role of volunteers. The program consisted of three weeks of in-depth discussions, role-playing, interactive workshops, and one-on-one observation.

### Developing Agricultural Credit Systems

The agribusiness sector is crucial to Romania's economy since it offers significant opportunities to increase hard currency receipts and to cultivate farmland as a competitive advantage.

To work towards maximizing the human and natural resources capacities of Romania, a group of twelve representatives from the Ministry of Agriculture, Parliament Agricultural Commission, private sector managers, and bank representatives trained with Agland, Inc. in Sacramento, California to gain knowledge and skills related to topics such as farm credit systems; rural finance and credit systems; and agricultural credit policy analysis and implementation. Visits were made to the Production Credit Association headquarters in Sacramento; UC Davis and the Center for Cooperatives; USDA; regional banks; local credit providers; and micro-credit providers in California. As a result of this training, the participants are now in a better position to address the problem of poor performance of government officials in promoting efficient agricultural credit systems in coordination with banks. The participants are also apply the US models they observed to develop agricultural credit policy and to create frameworks of collaboration with the private sector and banks. They now have the proper tools to draft legislation, promote agricultural credit, and lobby more effectively.

- Third Country Training

Third Country Training (TCT) refers to training that takes place anywhere outside the home country except in the United States.

Third Country Training saw a significant increase in activity in the quarter. There were 100 TCT participants trained in Argentina, Bulgaria, Chile, Croatia, Hungary, Poland and the United Kingdom, marking the first time that TCT participants outnumbered participants trained under UST.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits. The procurement process used ensures high-quality, cost-effective training.

### Improving Local Government Administration

#### *Municipal Financial Management for Croatians in Poland*

Sixteen participants from the USAID-Croatia Local Government Reform Program's (LGRP) financial management task force and the mayors or deputy mayors of the towns involved went to Poland to see different methods of resource management at the local level and alternative models of central government and local government relations. The training covering successful examples throughout Poland intended to assist the participants in adopting improved financial and asset management techniques to increase cities' revenue, allowing them to administer programs in sectors such as education and health. This training also supplemented LGRP activities by enabling participants to interact with counterparts who had similar experiences in transitional settings.

### Economic Value of Selected Agriculture and Livestock Products

#### *Olive Oil Trade Mission in the UK for Albanians*

Seven Albanian Olive Oil processors and a staff member of the Alimentary Oil Association met with industry experts and several importers of olive oil in order to understand market needs and possibilities and to establish business contacts to lead to the import of Albanian olive oil to the United Kingdom. The program took place in greater London, Birmingham and Yorkshire, England. It included a visit to a Food Expo; numerous visits with olive oil importing firms to speak with purchasing agents and see warehousing, canning and bottling facilities; and meetings with the National Edible Oils Distributors Association, organic certification bodies and the Head of the Horticulture & Potato Division of the Department for Environment, Food & Rural Affairs to discuss marketing standard requirements and labeling regulations. The training provider organized a truly outstanding program, and the participants were fully engaged in making the most of it. The Albanian producers are now aware of what they have to do to compete in the European market.

#### *Food Inspection in Bulgaria for Albanians*

Nine Albanian food inspectors and one ministry official attended a one-week practical, hands-on program in food inspection in Bulgaria with the aim of protecting honest businessmen and consumers from improper food processing and marketing. The group observed inspection visits and lab analyses and discussed areas of interest with inspectors, laboratory specialists and other practitioners on the job. The program helped the participants improve the system of monitoring and observing possible falsification during food processing operations, learn about quality control (ISO 9000), European food monitoring and labeling standards, and the implementation of Hazards Analyses and Critical Control Point (HACCP) as it applies to food monitoring and quality inspection.

### Special and cross cutting initiatives

#### *Social Security Systems in Chile and Argentina for Bulgarians*

In World Learning's first Latin American TCT program, Chile and Argentina proved to be fruitful training venues to provide Bulgarian policy makers with a valuable, practical presentation of pension/social security systems administration. The extensive experience of these countries gained over many years of operation will help Bulgarians avoid costly mistakes that could jeopardize support for pension system reforms. The exchange was particularly relevant because Bulgaria's new system has been largely based on the South American model. Representatives of Bulgarian Labor Unions, Employers' Associations, the Ministry of Labor, and the National Social Security Institute were provided with the opportunity to learn from the implementers' experiences about regulatory structures and functions, risk management (National Risk-Rating Commission, Standard and Poor), custodial banking systems, the work of pension funds and associations, and the valuation and client information systems. The program was considered extremely successful. Upon return, the participants have provided recommendations and participated in the development of draft legislation to reform Bulgaria's pension fund system through privatization.

#### *Regional Training for Telecenter Managers in Hungary for Bulgarians*

Ten telecenter managers and one representative of Bulgarian Telecenters were given an opportunity to learn from the world leaders in telecottaging in Hungary. The program helped the Bulgarian telecenter managers finalize their long-term sustainability plan by exposing them to the experience of the Hungarian Telecottages Association after the initial 6 months of operation. The visit enabled them to exchange experiences and update their 3-year sustainability plan based on lessons learned from a Hungarian donor-supported project and public-private partnership telecenter project. Telecottage sustainability issues were addressed from both operational and managerial approaches. As a result of the program, the participants were able to enrich the portfolio of services currently offered by their telecenter, develop and apply effective strategies for community outreach and long-term sustainability, work effectively as a network, supporting each other in future development by comparing and contrasting NGO-managed and privately managed telecenters.

### Conferences

#### *Building Competitive Advantage in Nations: Increasing Transparency, Combating Corruption and Improving Corporate Governance*

*Budapest, Hungary,*

*26-28 March 2002*

World Learning administered the participation of executives from small and large businesses, business associations and think tanks from Bosnia, Bulgaria, Croatia,

Macedonia and Romania in this USAID regional conference. The subject was country competitiveness: how countries can position themselves better to compete in the global marketplace and increase economic growth through reducing corruption and improving corporate governance. Central to achieving this objective is gaining a reputation for equity, fairness, transparency, accountability and responsibility. The conference addressed the linkages between globalization, technology, competitiveness and transparency, and the process of building partnerships between the public and private sector necessary for effective reform in reducing corruption and improving corporate governance. It provided a review of current programs and formulation of capacity-building strategies in a practical manner.

*Regional Workshop  
Distressed Debt Resolution  
Budapest, Hungary,  
13-15 March 2002*

Four participants from Macedonia and Croatia attended the workshop, which brought together countries of the region to address public and private sector distressed debts, the hindrance to economic growth posed by such a financial condition, and effective, best-practice resolution strategies. Additionally, the workshop encouraged discussion of practical solutions to challenges Southeast Europe faces in establishing a dynamic financial sector.

*Southeast Europe Financial Sector Conference  
Expanding Financial Intermediation and Managing Risk  
Zagreb, Croatia  
26-27 February 2002*

Six Macedonian officials attended the conference which supported the representatives of the National Bank of the Republic of Macedonia, Ministry of Finance, Ministry of Labor and Social Policy, and Macedonian Stock Exchange in all aspects of work within the financial sector. Topics included institutional strategies to expand financial intermediation and manage risk, Southeast Europe regional financial sector trends, legal requirements for a diversified financial sector, balancing financial sector growth and stability, the role of the public and private sector, as well as the importance of financial information dissemination and the advantages of regional financial sector integration. Additionally, the conference provided the participants with accurate information about ongoing reform in the region's financial sector and the opportunity to discuss practical solutions in developing a dynamic financial sector in Southeast Europe.

*World Bank Institute Conference on Pension Reform  
Warsaw, Poland  
18 – 22 March 2002*

Three Macedonian representatives of the Pension Reform Technical Assistance Project (PERTAP) attended the conference. The participants had the opportunity to hear about the experiences of other countries (positive and negative) and make new contacts with

counterparts in the region. The conference was very relevant to the Macedonian officials because it gave them an opportunity to learn from the experts and their colleagues about the multi-pillar pension system, which is about to be implemented in Macedonia.



## Washington, D.C.

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### **Project Management Activities**

- Interviewing began during the quarter for the Macedonia Country Director position, which is being vacated at the end of May by Anne Atkinson.
- Development InfoStructure, having completed its design and successful installation of the electronic resources database, is now working on the design and establishment of the in-line participant exit questionnaire database.
- For the fourth consecutive year, World Learning is organizing a conference and site visits for national leaders from Kosovo. Up to 30 members of the Kosovo Assembly will attend a conference on good governance given by the US Institute of Peace. The US State Department is funding the program through USAID's Participant Training Program.

### **Meetings, Conferences, and Presentations**

- January 4, staff attended training on the new Resource Center database.
- February 5 and March 12, Pat Poulton of the E&E Bureau conducted a monitoring session with management staff. All files were found to be complete and in order.
- March 22, Colin Davies, Lisa Posner Olocco and Anita Reichert attended a meeting at E&E to start planning the agenda for the summer Regional Training Conference to be held in Budapest, July 15-17.

### **Training Provider Outreach**

- The Resource Center coordinated visits to the PTP office from ten (10) training providers. The substantive meetings focused on training capabilities, proposal writing guidance, and issues of training program management. Visits were made by the following organizations: University of Tennessee, Institute of Public-Private Partnerships, International Training, Education & Business Services, Heartland International, Global Education Services, Harvard University - JFK School of Government, Community Colleges for International Development, North Florida International Visitors Council, Iowa State University, and International Consulting and Business Training

- In preparation for his World Learning-sponsored site visits to a series of Minority Serving Institutions this summer (to broaden the range of training providers), Colin Davies met with representatives of the following organizations:

American Council on Education, American Council on International and Intercultural Education, American Indian Higher Education Consortium, Community Colleges for International Development, Hispanic Association of Colleges and Universities, NAFSA: Association of International Educators, United Negro College Fund, US Department of Agriculture.

### **Washington, D.C. and Regional Cost Saving Measures**

- During this quarter an estimated \$34,032 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- Nearly \$24,000 in TCT training costs was saved this quarter as a result of competitive procurement.

### **Field Offices**

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#### **PTP/Albania**

For information regarding the most recent training activities for participants from Albania please refer to the status chart on page 3.

#### **Success Stories**

Please see the E&E Website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- Albanian's New Anti-Corruption Weapon: Advanced Web-Publishing
- Law to Equalize Revenue for Albanian Municipalities Passed

#### **Staffing**

Ermira Shehi, Financial/Administrative Assistant, returned full time in January after her maternity leave.

#### **In-Country Training and Follow-on Activities**

- A series of in-country workshops on reducing the acidity in olive oil started in December was completed in February. For the first time ever, after this and other follow on training programs in Albania and in Italy, Albanian processors have produced significant quantities of extra virgin olive oil. This appreciably increases the

value of agricultural production and the incomes of processors and the collaborating farmers.

- Preparations were made for a four-week in-country training in investigative journalism to train television journalists and NGO specialists interested in fighting corruption in how to produce a '60 Minutes' type of TV series.
- A Request for Training Proposals was sent to interested local training providers for a series of in-country workshops for judges on applying the law on secured financing. One very good proposal was received. The workshops are planned to take place between April and October.
- Preparations continued for two in-country trainings in district cities on neo-natal resuscitation for the care of newborns in the delivery room to take place in early late March and April. Self-instructional manuals were distributed to 221 delivery room specialists.
- Proposals were received for an in-country training program for inspectors of organic produce and products due to take place later in the spring.
- A grant to assist a task force with the drafting of the law and regulations on organic agriculture continued implementation.
- A follow-on grant for importing an improved variety of willow to help revive the wicker industry completed implementation. The willow was imported and distributed to selected willow growers.

#### **Noteworthy Events**

- The fifth annual awards ceremony held on February 28, 2002 was extremely well attended with approximately 150 of the 167 invited training participants who were trained abroad during the past twelve months. Highlights included an exhibit of photos depicting various successes and training group photos with US Ambassador Limprecht, USAID/Albania Mission Director Howard Sumka and USAID/Albania Program Officer James Bonner. In addition to the national public TV, four other local/regional stations covered the event, some with long news clips that included interviews.
- World Learning/Albania was officially registered as a branch of its American mother organization in the Albanian courts.

#### **Cost-Savings Measures**

- \$8,747 was saved on the Olive Oil group of 7 to England: \$2,163 for reduced M&IE, \$2,502 in participant cost sharing of tickets, \$282 in participant cost sharing of M&IE, and \$3,800 in negotiated savings with the training provider.
- \$180 was saved on the Food Inspection group of 9 due to cost sharing on the part of the training provider.

**Total Cost Savings.....\$8,927**

## **PTP/Bosnia and Herzegovina**

For information regarding the most recent training activities for participants from Bosnia-Herzegovina please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- Bosnian Journalists Find Inter-Entity Cooperation and Improve Economic Reporting

### **Media Coverage**

- An article in *Oslobođenje* in January 2002 reported on recent transactions in the fledgling FBiH Stock Exchange. According to two former participants, Mr. Miroslav Džidić and Mr. Firdus Hamzagić, Director and Deputy Director of the FBiH Securities Registrar, stocks traded between October 15 and December 10, 2001 were valued at 8.5 million KM, and property transfers of 92,832 stocks were registered. Stock of several companies sold for prices that were higher than face value.
- The January 24, 2002 edition of *Oslobođenje* contained a former participant's quote that "The acceptance of BiH in the Council of Europe is considered by the Social Democratic Party [SDP] as the most important event since ever the Alliance has been in power in BiH. It has been a longtime fight for the membership in this European association and we finally succeeded after the adoption of the new *Law on Elections*. From now on, we can expect considerable changes in the political ambience, which will certainly influence our economy, as well. As of now, foreign investors will surely start to invest in our country." Mr. Sead Avdić, Vice-President of the SDP, was a participant in a training program on Local Government in 1997.
- Expert teams from BiH and Croatia, along with SFOR engineers, jointly inspected the bridge over the river Sava which is a border bridge between Brcko, BiH and Gunja, Croatia. After the inspection, the two teams continued their talks to solve the problem about the bridge's capacity that was, by the Croatian government's unilateral decision, limited just to 6 tons of cargo. "I am pleased to say that there is some progress in expert analysis and opinions of the delegations who have been involved in resolving the problem about the bridge capacity limits," said the Mayor of the Brcko District, Mr. Sinisa Kisic, participant in a 2001 Multi-Ethnic Governance Program, in the daily newspaper *Oslobodenje*. According to unofficial information, the proposed cargo limit of this border-bridge over the Sava is 32 tons, but the final word about this is expected from the BiH Council of Ministers.

- *Oslobođenje* reported in February, 2002 that the BiH Presidency unanimously nominated to the BiH Ministries' Council Mr. Dragan Mikerević, participant in a training program on Tax Policy/ Legal Drafting and Legislative Process in 1999. Mr. Mikerević, current Minister of European Integrations, will have his nomination discussed at a future session of the House of Representatives of the BiH Parliament. The candidate stands for intensifying the fulfillment of BiH's obligations according to the post-acceptance conditions from the recommendation of Council of Europe.
- An article in *Nezavisne novine*, March 15, 2002, reported that the Banja Luka Stock Exchange officially recently started to operate. One of the leading brokers is Mr. Mladen Trninić, a participant in the training program Broker/Dealer Operations and Stock Exchange Development in 2001. Mr. Trninić said that brokers were preparing for the securities trade for a year and a half. Due to the insolvent and unstable securities and in order to avoid high price oscillations, the Banja Luka Stock Exchange is still not able to trade with securities continuously, so trading will be performed through auctions once a week.

### **In-Country Training and Follow-on Activities**

- WL/BiH placed an ad in local newspapers throughout the country in order to solicit capability statements from potential ICT providers. The ad produced approximately 25 responses ranging from highly experienced training providers in the NGO sector to basic logistics operations in the private sector. Overall the exercise produced some useful options for future ICT programs.
- WL staff also attended a civil society coordination meeting that focused on training and training providers in BiH. It was learned that efforts are being made by a number of NGOs to identify, and possibly certify, local trainers. The group agreed to coordinate and create a database of local training institutions. WL agreed to provide data from its recent ad campaign.

### **Noteworthy Events**

On January 31, 2002 WL/BiH was visited by the Slovak Ambassador to Croatia. As WL/PTP had recently conducted a third country training program in Multi-Ethnic Governance in Slovakia and Hungary, the Ambassador was interested to learn more about PTP goals and operations. The Ambassador was pleased with the success of the program and offered his Embassy's cooperation for any further training programs in Slovakia.

### **Cost-Savings Measures**

- Closed-out files were shipped to the airport in Washington instead of to the WL/DC office, resulting in \$651 being saved.
- For the TCT program in Building Competitive Advantages in Nations, total cost savings on reduced lodging expenses were \$2,464.

- WL/BiH has consolidated office space to allow the STAR Network of WL to use one additional office. Savings to the PTP budget will be \$400 plus per month.

**Total Savings.....\$3,515**

### **PTP/Bulgaria**

For information regarding the most recent training activities for participants from Bulgaria please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- Task Force Establishes Eco-tourism Agenda for Rural Bulgaria
- Bulgarian Follow-on Seminar Showcases Communication and Citizen Participation
- Latin American Pension Model Provides Lessons for Bulgaria

### **Media Coverage**

- In *Confederation of Independent Trade Unions in Bulgaria*, January 17, 2002, the training program on Social Security Systems in South America which consisted of a group of Bulgarian social partner representatives sent to Argentina at a time when the country was experiencing one of the hardest periods in its history. Interest in the group's sojourn in the second-largest Latin American country was rooted in the inevitable speculations and conclusions made by analysts in Bulgaria as similar outcomes are anticipated in Bulgaria following the Currency Board regime.
- Dr. Jeliuzko Hristov, CITUB President and WL participant, was called by the Bulgarian National Radio while undergoing training in Buenos Aires to share with the audience his first-hand impressions from the political, social and financial situation in the country. The trade union leader gave a full account of the social and political situation in Argentina. Starting with state bankruptcy announced earlier in January by the newly elected president Eduardo Duhalde, Dr. Hristov made an in-depth analysis of the Argentine financial crisis: the causes, the outcomes, the factors, and the lessons Bulgaria has to learn. The participant made it clear throughout the interview that the sensitive issues were first discussed at length during group meetings with various high-level officials.
- A new glossy Bulgarian magazine named *Education and Careers* published an interview with Country Director Matt Brown. The article, which appears in the magazine's 4<sup>th</sup> issue from February 2002, focuses on World Learning's role in USAID programming through PTP. The article can be accessed at the magazine's website: <http://www.abonamenti.com/ok/index.php?id=64>

- Former participant Solomon Passy, currently Bulgarian Minister of Interior, met with Mr. Steve Hadley, US Deputy National Security Adviser. The purpose of the meeting was to discuss Bulgaria's achievements towards NATO membership requirements. Fighting terrorism and money laundering activities are among the priorities for Bulgaria. The Adviser complemented Bulgaria on its role in the international antiterrorist coalition.
- *Dnevnik* reported on March 13 that Veni Markovski, former trainee, heads the newly established Presidential IT Council. The Council was formed by the newly elected Bulgarian President, Georgi Purvanov, and will be responsible for promoting and supporting the use of Internet in state institutions. Free access to information is one of the Council's goals. The Council will report to the Press Secretary of the President.

### **In-Country Training**

A program in Roma Business Training provided by the Agency for Regional Economic Development and Investment took place March 18 – 24 in Dobrich. This program addressed USAID/Bulgaria's Strategic Objective 2.1. "Increased better-informed citizens' participation in public policy decision making". The training was to support the efforts of Partners Bulgaria Foundation (PBF) and the Bulgarian Roma community to stimulate economic development in the towns of Lom, Vidin and Kjustendil. The main goal of the training was to build capacity in the three target towns with Roma populations to start up and manage successful businesses. The trainees (3 representatives of PBF and 18 representatives of the Roma community in Lom, Vidin and Kjustendil) were expected to learn about the free market economy and the opportunities it provides for promoting developing private initiative, how to start their own business, how to develop a business idea and a business plan for financing, and how to manage a business, organize accounting, work with the personnel, etc.

### **Noteworthy Events**

- On January 28, Matt Brown and Program Manager Christina Kyuchukova met with the US Consul Laurence Tobey to discuss a new (additional) US visa form that is part of new State Department security measures and to discuss a variety of routine administrative concerns. Mr. Tobey expressed satisfaction with the Consulate's long and successful relationship with World Learning – one of his biggest visa "clients."
- On February 20, Program Assistant Kristina Grozdilova conducted a Small Grants Management Workshop for returned participants whose grants will be implemented during FY 02. The primary purpose of the workshop was to train the grantees in administrative and financial reporting requirements associated with grant implementation. Within a few days after the workshop, most of the grantees had signed a Grant Agreement Letter with World Learning and many had requested initial bank transfers of funds for grant implementation.

- On February 27, Matt Brown participated in the Mission's primary annual training planning meeting with senior Mission management. In preparation for the meeting, WL prepared summaries of approximately 75 training concept proposals and a budget worksheet. The result of the meeting was a significantly more compact set of training concept proposals for further discussion and/or elaboration, with the goal of molding this set into the FY02 Training Plan in the coming weeks.
- On March 26, USAID Bulgaria Mission Director Debra McFarland approved the annual PTP Training Plan for fiscal year 2002. Over several weeks, USAID, World Learning and technical assistance partners had developed and discussed more than 90 concepts for training interventions. This process culminated in a recommendation by the Human Capacity Development Management Committee, followed by Mission Director approval, of 55 training intervention concepts intended to support the Mission's ongoing technical assistance activities this year.

### **Cost-Savings Measures**

- \$2,475 was saved in airfare for the US program in Securities Legal Practice
- \$4,160 was saved by applying reduced M&IE rates for a third-country program on Social Security in South America
- \$2,226 was saved in airfare for the US program for Commercial Bankers
- \$2,870 was saved in airfare for the US program in Health Sector Financing
- \$1,827 was saved in airfare for the US program in Communication of Social Reforms

Total Savings.....\$13,558

### **PTP/Croatia**

For information regarding the most recent training activities for participants from Croatia please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- Media Seminars Promote Pension Reform Process

### **Staffing**

Ivan Petrovic, the assistant replacing Lidija Rakar on maternity leave, stopped working on February 22. Ondina Obradovic replaced him, starting on February 25.

## Media Coverage

- Twenty articles were published from January to February 1, 2002 about a seminar for journalists in Opatija on the New Croatian Multi-Pillar Pension System. The spokesman of the Ministry of Labor and Social Affairs, who was present at the seminar, issued the Public Announcement about the event and mentioned the good organization of World Learning and USAID. The majority of the articles focused on the following facts: Out of 700,000 potential affiliates, 330,000 had registered with the approved obligatory Pension Funds by January 21. Soon, as it was announced at the seminar, the so-called “third pillar” or voluntary funds should start functioning too. Polling results show that implementation of pension reform is supported by 79% of Croatian citizens. Half of the potential affiliates are not sure how to choose a safe pension fund and 62% are still afraid that funds might go bankrupt.
- Various publications and TV news programs reported on a privatization seminar organized by World Learning, also mentioning USAID funding. It was reported that the seminar was the first of a series of similar events sponsored by USAID that are going to take place during this year. Agricultural privatization in Croatia is in its initial phase. (*Vjesnik*, March 4; *First TV Report* from Croatian Radio-television, Osijek Desk; *Sindikalna akcija*, March 15)

## In-Country Training

- An in-country training program in Pension Reform was held in Opatija to address SO 3.4, Mitigation of Adverse Social Transition. USAID's partners in the conference included technical assistance contractor Carana Corporation and local agencies including HAGENA (Croatian Agency for Monitoring Pension Funds and Insurance), Regos (Main Registry for Affiliates) and HZMO (Croatian Pension Fund) that charters government agencies responsible for implementation of pension reform. In addition PULS (Public Opinion Agency) and the World Bank took part in conference presentations. One of the honored guests at the seminar who took part in the discussion was Ms. Vesna Vasicek, Treasurer General, a former World Learning participant on two of the programs on Financial Reform. Thirty-two journalists attended the conference, from national and local newspapers, magazines, national and private TV, national and local radio stations. In order to promote general confidence and generate overall public support for pension reform, the conference trained government officials on why openness and transparency are important and trained the media on developing credible articles and news stories based on sound journalistic practices. The media then translated the content into material for the purpose of public information.
- A seminar for 29 journalists took place March 1-2 on the Privatization Process of Agrokombinats. The goals of the seminar were to provide accurate, comprehensive

information to journalists about the privatization process; bring together national and local government officials to discuss privatization; and facilitate the sharing of information among these individuals. Training was provided at no cost by PriceWaterHouseCoopers Croatian Privatization Project, the Croatian Privatization Fund, and the Croatian Ministry of Agriculture.

### **Cost-Savings Measures**

- \$210 was saved by negotiating with the Hotel Admiral in Opatija for use of their conference room for the privatization training.
- \$300 was saved on conference room and equipment for the journalists' program by negotiating for a free room with the hotel.

**Total Savings.....\$510**

### **PTP/Macedonia**

For information regarding the most recent training activities for participants from Macedonia please refer to the status chart on page 3.

### **Success Stories**

Please see the E&E Website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- First Macedonian Poultry Processing Plant Opens After US Training
- Improvements in Software in Local Government Agencies Increases Citizen Participation in Macedonia
- Off-Site Bank Supervisors Implement Improved Procedures in Macedonia

### **Staffing**

Vesna Kardelevska was hired as a Program Assistant.

### **Media Coverage**

- *Utrinski Vesnik* reported on January 7, 2002 about *pro bono* legal services for citizens, stating that the organization ERINA has opened the first legal center in Macedonia specializing in issues and concerns about the environment. All interested citizens will be able to get free advice, consultations, information, and help with administration and court procedures in the environmental field. The aim of the project is to encourage public participation and to provide a better approach to justice on environmental issues. The president of the organization, Ms. Marijana Ivanova, was a participant in the Intermediate Support Organization Program in the US in 1999.

- According to *Dnevnik*, January 9, 2002, the Macedonian Bar Association is opening several offices throughout the country (Skopje, Bitola, Stip, Ohrid, Kumanovo, Strumica, Gostivar and Debar) in order to offer *pro bono* legal services to victims of domestic violence, single mothers, disabled persons and persons who depend and live on social welfare funds. The premises are being furnished and equipped and the project is going to start by the beginning of February 2002. The crisis in Macedonia prevented the earlier opening of these offices. Several former participants are leaders of the bar association.
- An article in *Utrinski Vesnik*, January 23, 2002, reported that soon the public will be able to follow the sessions of the Skopje City Council via Internet. They will also be able to communicate with the Council members regarding current issues and concerns using email. Ms. Jasmina Trajkovska, a participant who attended the training program on Improving City Services Through Computer Applications, said that the main aim of the project "e-City Council" was to bridge the communication gap between the citizens and Council members of their Municipalities. Currently, the project team members are gathering data from two surveys distributed to Council members and the citizens in order to see their opinions on communications with the Local Government.
- *Utrinski Vesnik*, February 2002, reported on the "White and Black Eco List" resulting from a public opinion poll to identify the worst polluters of the environment and the organizations/institutions that did the most for protection of the environment. Citizens could vote for one candidate out of five from each list. The lists were created according to different proposals from journalists who are working with the environmental issue, experts in this field and representatives from the Ministry of Environment and Physical Planning. The results will be published on March 11 when the award ceremony will take place. The environmental organization Kladenec is one of the five candidates on the white eco list. The selection of the candidates on the white eco list was made as a result of the overall work of the organizations and institutions i.e. activities, completed and ongoing projects and the contribution they have given for the protection of the environment. Two members of this organization participated in the Local Environmental Action Plan (LEAP) program that took place in Poland and Czech Republic in 2000.
- The league of women's organizations of Macedonia has trained 12 mediators who will be specialized in the field of lobbying for a greater participation of women in politics, according to the February 11, 2002 edition of *Utrinski Vesnik*. The trainers, who are working on the campaign "For equal opportunities- more women in the parliamentary elections 2002," will organize a seminar for women representatives of political parties, nongovernmental organization, media and local government. The aim of the campaign is to increase the number of women in the Parliament to at least 30 percent. The seminar will train 1500 participants who will lobby for their involvement in the decision-making structures in their environments. The president of the league of women organizations of the Republic of Macedonia is Ms. Savka Todorovska, a participant in the US program on Women in Politics that took place from February 10 to March 3, 2001.

- *Utrinski vesni* reported on March 1, 2002 about a conference hosted by the Association of Roma Women-ESMA that works in the area of empowerment and emancipation of Roma women and the Roma Women's Organization in Macedonia-DAJA. The conference was held March 7 through 10 for 23 members of women's NGOs from Croatia, Serbia, Kosovo, Montenegro, Albania, and Bulgaria. Topics on the agenda included encouraging the establishment of Roma women's NGOs in these countries and creating a network that will serve as a starting point for more extensive cooperation. Ms. Nadire Selman, President of ESMA and a participant in the Women in Politics program in 2001, announced that it is necessary to join efforts to establish a Roma Women's NGO network. Currently they are searching for a sponsor or donor for funding such an NGO network. They are planning to meet again in two months in order to define the mission, goals, objectives and prepare an annual program and the primary activities of the NGO network.

### **Noteworthy Events**

- On January 30, Country Director Anne Atkinson and Program Officer Alfrida Tozieva joined a reception on the occasion of the passing of the Law on Local Self Government that was organized by the DAI/Local Government Reform Project. The Minister of Local Government, Mr. Faik Arslani, President of ZELS, Mr. Goran Angelov, and the President of the Republic of Macedonia, Mr. Boris Trajkovski (a former participant), were present at the event and all of them addressed the guests by emphasizing the importance of the passing of the Law towards the democratization process in Macedonia. The adoption of the Law on Local Self-Government is closely related with one of the activities identified in the Group Action Plan prepared by the eleven participants who attended the training program in Building Effective Municipal Association in Arizona between October 6-23, 2001, all of whom were Mayors from the Association of Local Government Units (ZELS) and representatives from the Association of Financial Officers (AFO).
- For the first time, representatives from the Republic of Macedonia have participated at the world's most important IT and communications event, CeBIT 2002, that was held between March 13 and 20 in Hanover, Germany. The Macedonian representation was organized in cooperation between the German Technical Cooperation (Project for Private Sector Support) – GTZ and the Macedonian Association for IT – MASIT. The Macedonian stand, entitled "Telecommunications and Networking," represented five IT companies among which were GORD Systems, DUNA Computers and NextSense that work with software and hardware products and development of software solutions that could be attractive to the world market. Three former participants from the Second South European Conference on E-Commerce in Sofia in 2000 attended the CeBIT conference. Mr. Petar Indovski, Mr. Koce Petrov, and Mr. Vasko Kronevski stated that their attendance at CeBIT 2002 is just a first step for Macedonian IT companies to develop opportunities for outsourcing software solutions required by foreign companies.

## **Cost-Savings Measures**

- \$870 was saved by administering the CEPA test for potential participants for the World Trade Organization Accession Program and the President's Cabinet Staff Training Program.
- \$14,514 was saved on the IT for PRO training program: \$8,800 on negotiating the training fee, and \$5,714 in hotel, airfare and M & IE that was covered by the US Treasury.
- \$930 was saved on the Southeast Europe Financial Sector Conference: \$282 by using the lower \$45 M & IE rate instead of the standard USG rate of \$66; an additional \$648 of M & IE costs were picked up by the conference organizers, KPMG.
- \$90 was saved on the Distressed Debt Resolution Workshop by using the lower \$45 M & IE rate instead of the standard USG rate of \$54.

**Total Savings.....\$16,404**

## **PTP/Romania**

For information regarding the most recent training activities for participants from Romania please refer to the status chart on page 3.

## **Success Stories**

Please see the E&E Website <http://eetraining.net/database.asp> for full details on the following Success Stories reported during this quarter:

- Disaster Response Capacity Development in Romania

## **Staffing**

Cristina Covalschi, Program Officer, accepted the position of Small Grants Coordinator under the World Learning Child Net Project. She is due to leave PTP by mid March.

## **Media Coverage**

The main TV Stations and newspapers in Romania interviewed Mr. Chioralia Ion, Head of the Water Management Department from Mures County, a former participant in a US training program in Water Management, on the emergency response and actions that were taken by county officials and state departments as a result of a serious flood that occurred in Mures County at the end of January. Mr. Chioralia specifically referred in his interview to the methods, skills and knowledge he acquired during the above-mentioned training in the US that he was implementing on site during the flood.

## **In-Country Training**

- Twenty-nine participants attended the Mayors Training Program #3 – 2A held in Busteni, on January 29 – Feb 2. The main topics to be discussed were the legal framework for the protection of children in difficulty; the institutional and administrative jurisdictional mechanism for the children rights protection; the prerogatives of the central public administration; family law; and the roles of mayors, guardianship authority and the courts. Pentru Copiii Nostri was the training provider, selected through a competitive bid.
- Thirty-one participants from Ilfov County attended the Mayors Training Program #3 – 3A seminar held in Busteni, Feb 11 – Feb 14, 2002. Ilfov County has a special statute, as it is the county that surrounds Bucharest, and many of the capital city's child welfare problems originate or end in this county. Pentru Copiii Nostri" was the training provider for this continuation of the series of child welfare for mayors programs.
- Mayors Training Program #3 – 1B was held in Busteni February 18 – 21, to provide a group of 22 mayors from Mures County with practical training on strategy planning, community social services and social work. Three main topics included legislation and local public administration; the legal aspects for establishing a specialized service in mayoralty, relation with other services and institutions, benefits for the community; and social assistance for children and family at the city hall level. Pentru Copiii Nostri was the training provider for this event.
- Mayors Training Program #3 – 2B was held in Busteni, on March 4 – 7, 2002, for a group of 34 mayors from Harghita County. The objectives and training provider were a continuation of previous programs in the series.
- Mayors Training Program #3 – 3B took place in Busteni on March 11 – 14 for 30 participants from Ilfov County. The objectives and training provider were a continuation of previous programs in the series.

## **Noteworthy Events**

The FY 2002 Training Plan was submitted for approval to USAID.

## **Cost-Savings Measures**

- \$11,816 was saved on plane tickets for 14 participants attending a US training in Farm Credit Systems.
- \$24,155 was saved on lodging and per diem for five in-country training programs for mayors

**Total Savings.....\$35,971**

## APPENDIX

Article from the *Herald-News*, Juliet, Illinois, January 16, 2002, "Bulgarians to Train at Lewis."

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# Bulgarians to train at Lewis

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ROMEDEVILLE — Six representatives of the Bulgarian National Securities Commission and the Bulgarian Administrative Court will attend a two-week training program at Lewis University.

Participants will be on campus Saturday through Feb. 2 and will take part in training sessions on campus and in visits to a variety of off-campus sites.

Lewis University was selected by World Learning-TRANSIT Europe and the U.S. Agency for International Development (USAID) to develop and offer this program. World Learning works closely with USAID to develop individualized training programs for professionals in countries such as Bulgaria.

Dr. Robert Atra, chair and associate professor of finance at Lewis University, will facilitate the program. Marcia Nackers, a resident of Romeoville and director of Government, Corporate and International Relations at Lewis University, will coordinate the visit with World Learning's Washington office and provide logistic support.

Sessions conducted will include presentations on securities and regulation by Atra and by Charles Murdock, professor of law at Loyola University. Suzan Sollie of Lewis University will also offer a session on using web boards. A Plainfield resident, Sollie is Lewis' director of instructional technology.

Besides training sessions on campus, the program will include site visits to the U.S. Securities and Exchange Commission, the National Association of Securities Dealers, Inc. — Regulation (NASDR), Howe Barnes Investments, CIBC World Markets, the Illinois Attorney General's Office, a U.S. District Court, the Chicago Board of Trade, the Chicago Board of Options Exchange, the Chicago Stock Exchange, the Chicago Mercantile Exchange, as well as public companies throughout the area.

The goals of the training program are to increase participants' understanding of the fundamental legal concepts supporting a well-developed capital market; the functions of institutions in such a market; the fundamental ethics and business practices followed in an efficient capital market; and the related enforcement issues.

Program participants are selected based on their ability to make positive changes in their country.

They must possess academic or technical skills, leadership qualities and a commitment to development. They are usually mid- to upper-level professionals with a great deal of experience who are looking for additional training in order to make changes in their system.