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**E&E Regional
Participant Training Program**



**WORLD LEARNING
SEMI-ANNUAL REPORT:
April - September 2002**

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Participant Training Intervention Status – April to June 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
Albania - quarter	0	2	2	27	12	39	44	10	54	0	0	0	0	0	0	0	0	0	71	24	95
- cumulative	0	2	2	42	20	62	190	189	379	0	0	0	0	0	0	0	0	0	232	211	443
Bosnia- Herzegovina - quarter	6	8	14	27	14	41	33	33	66	0	0	0	0	0	0	0	0	0	66	55	121
- cumulative	9	8	17	48	18	65	93	76	169	0	0	0	0	0	0	0	0	0	150	101	251
Bulgaria - quarter	21	16	37	20	21	41	30	30	60	0	0	0	0	0	0	0	0	0	71	67	138
- cumulative	56	54	110	50	35	85	47	34	81	0	0	0	0	0	0	0	0	0	153	123	276
Croatia - quarter	1	1	2	41	30	71	65	63	128	0	0	0	0	0	0	0	0	0	107	94	201
- cumulative	13	13	26	65	41	106	195	145	340	0	0	0	0	0	0	0	0	0	273	199	472
Macedonia - quarter	14	12	26	26	10	36	33	26	59	0	0	0	0	0	0	0	0	0	73	48	121
- cumulative	36	25	61	133	25	58	33	26	59	0	0	0	0	0	0	0	0	0	102	76	178
Romania - quarter	0	1	1	16	16	32	158	151	309	0	0	0	0	0	0	0	0	0	174	168	342
- cumulative	18	8	26	17	18	35	380	212	592	0	0	0	0	0	0	0	0	0	415	238	653
Regional - quarter	17	13	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	13	30
- cumulative	17	13	30	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	13	30
TOTALS - quarter	59	53	112	157	103	260	363	313	676	0	0	0	0	0	0	0	0	0	579	469	1048
- cumulative	149	123	272	245	118	363	938	768	1706	0	0	0	0	0	0	0	0	0	1142	961	2103

Kudos

World Learning was pleased to receive on July 13 a letter from returned participant Mr. Remzi Osman, Chairman of the Parliamentary Commission on Local Government, Regional Policy and Public Works, National Assembly of the Republic of Bulgaria. Mr. Osman attended training in the US in Strategic Public Sector Negotiations, May 25 – June 8, 2002. A translation of the text follows:

To: Matt Brown, Country Director, World Learning/Bulgaria
Dear Mr. Brown,

I would like personally and on the behalf of the other Bulgarian participants in Strategic Public Sector Negotiations training to express our sincere gratitude for the perfect organization of this training conducted in USA from 26 May to 8 June and particularly for your kind cooperation with administering the training.

The objectives of the training program, targeted at improving our conflict resolution and negotiation skills, were excellently set and completely met our needs as representatives of the Bulgarian government.

We were extremely impressed by the modern and practice-oriented methodology of the program delivery and correspondingly by the experience and the expertise of the lecturers. The training activities were scheduled appropriately as the lectures were followed by meetings with US central and local government representatives. These meetings provided us with the opportunity to establish contacts with a number of US government officials and this will positively affect our future activities.

We were also remarkably pleased with both the professionalism and the personality of everybody involved in the development and implementation of this training and I can assure you that we will do our best to apply the newly acquired knowledge and skills into our future performance of responsibilities as members of parliament and central and local government officers.

I firmly believe that our beneficial partnership will be much continued in future.

Sincerely,

Remzi Osman
National Assembly of the Republic of Bulgaria,
Chairman of the Parliamentary Commission on Local Government, Regional Policy and
Public Works

Programming Highlights

U.S. Training

World Learning trained 80 participants in 15 programs this quarter. All of the US-based programs were awarded to providers through a 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 site visits.

Improving Financial Management Systems

- In order to streamline the implementation of centralized systems within each of the three governments, three Ministers of Treasury Departments, representing the State of Bosnia-Herzegovina, the Federation and the Republika Srpska, participated in a tailored training program to learn about US financial regulatory agencies.

The Ministers spent two weeks in Washington, DC meeting with the US Treasury Department, county Offices of Management and Budget, and public policy professors. The main training objective was to cover issues related to the operation of financial management systems at the national, state, and local levels of government in the United States. The training demonstrated how public budget statistics from all three government levels are collected, consolidated, and centrally reported.

Participants gained a thorough understanding of operational management techniques, comparative fiscal systems, information management, financial planning, and policy analysis. Meetings with the Virginia Department of Accounts and the DC Office of Financial Operations and Systems were of greatest benefit. The participants returned home with a greater appreciation of the various ways to approach common problems.

- Three participants from Macedonia attended a Government Financial Management Conference sponsored by Florida International University in Miami, Florida. This conference was selected because of the opportunity it gave participants to gain a wider view of financial crises and how they affect financial management practices in various government settings.

Participants learned about internal control, e-business in government, imaging, information technology, risk evaluation, integrated financial management systems, analytical accounting, and corruption. Upon returning home, they hoped to become a conduit of progress in new and innovative government financial management for their institutions and home country.

Encouraging Private Sector Investment

- Writing legislation to help govern the use of venture capital funds in Bulgaria was the primary focus for a group of six participants from the Bulgarian Parliament and private Bulgarian businesses. The participants consisted of members of Parliament, managers of venture capital funds, a lawyer, and an aide to the Bulgarian Parliament.

California Polytechnic State University in Pomona arranged the first week in Washington, DC, that focused on legislative and microeconomic issues that affect venture capital in the US. Participants met with Senators, Congressional Representatives and their staff, as well as the Securities and Exchange Commission, the Small Business Association, venture capital associations, and legal experts to learn about regulations, the role of government in supporting small businesses and regulating venture capital activity, the mechanics of the legislative process, and the legislative steps taken to create a business environment friendly to venture capital investment.

The second week took place in southern California and focused on the players and activities in the private sector, including venture capital fund managers and small business owners. Discussions centered on the legislative impact on business and the venture capital industry from the private sector point.

The participants' action plan focused on draft legislation to cover investment in small-to-medium enterprises, as well as draft amendments to existing legislation. Specifically, their plan will consist of consulting with the Ministries of both Economy and Finance and investment companies. A working group will be established to review pension fund legislation and the current law on public offerings and securities to evaluate whether those laws will need to be amended to improve the venture capital environment in Bulgaria.

- The Head of the Office for Coordination of the Economy, in Croatia, Ms. Lopic, learned new ways to encourage investment and develop Croatia's private sector by attending a Harvard University course to learn how to craft solutions to promote democratic government, more open economies, and more equitable institutions. Ms. Lopic discussed and analyzed, along with the other participants, the transitions occurring in their countries. The faculty used a variety of exercises and activities to develop skills in problem definition, priority setting, conflict resolution, negotiation, and risk assessment. Ms. Lopic and the other participants developed case descriptions that dealt with a particular development problem in their home country. In the case of Croatia, there are bureaucratic obstacles to foreign and domestic investment, and Ms. Lopic was interested in discussing ways to reduce these obstacles and promote business growth.

Administering NGO Law Clinics

- Twelve Bulgarian law professors and clinicians participated in a two-week training program implemented by the Public Interest Law Initiative at Columbia Law School. Ten of the participants represented four different law clinics: Sofia University, Veliko Turnovo University, University of Rousse, and University of Plovdiv, and two were representing INCL and ABA-CEELI. The main objective of the program was to learn how to develop and administer a legal clinic for NGOs.

The Public Interest Law Initiative arranged for the group to spend four days in Washington, DC and 11 days in New York City to see a variety of clinic models that work with diverse NGO communities. The participants learned about the approaches to designing a NGO law course or clinic for their universities, the practical aspects of administering a clinic, and more about the international NGO academic network. In Washington, DC, site visits included American University, District of Columbia Bar, ABA-CEELI, and the International Center for Not-for-Profit Law. In New York, the law clinics at Rutgers's University, Lawyers Alliance for NY, Fordham University and Columbia University were visited.

Dispute and Conflict Resolution Techniques

- Learning to strengthen negotiation skills to improve dialogue among different levels of government was the goal for a group of high-level Bulgarian officials representing the National Association of Municipalities, key members of parliaments' committees on local government, legal experts and governmental officials of the Council of Ministers.

The first week of training was organized by Research Triangle Institute in Raleigh, NC. Six participants observed the North Carolina State Legislature, attended a legislative briefing sponsored by the North Carolina Association of County Commissioners, and met with legislative and municipal officials. They were able to see the bargaining and negotiation process at work and make valuable contacts. North Carolina State University designed the second week of training, instructing the participants in various negotiation techniques. The participants were given the opportunity to practice these techniques in role-playing exercises.

The participants met with both sections of the legislature and attended the North Carolina Association of County Commissioners' annual Legislative Briefing. They were presented with the flag of the Senate and an Agreement of Collaboration with the legislature. The participants remarked that they found many similarities between Bulgarian and US municipalities. They attended a press conference with the local mayors. They particularly enjoyed meeting the Mayor of Chapel Hill.

- In an effort to teach skills in psychosocial support programs that would enable the participants to work in the regions directly affected by the armed conflict, the USAID mission in Macedonia sponsored psychologists who are working as program

assistants at the Center for Human Rights and Conflict Resolution at The Institute for Sociological, Political, and Judicial Research, University of St. Cyril and Methodius in Skopje, to participate in a two week peace-building seminar conducted by the School for International Training, in Brattleboro, Vermont. This program consists of a three-week US training course in peace-building, to be followed by two semesters of on-line courses in-country, with a one-week seminar in Sarajevo, Bosnia and Herzegovina between the two semesters.

While the participants are well trained in conflict prevention and conflict resolution, they did not have experience in post-conflict reconciliation. As a result of this year-long training intervention, the participants will develop a deep understanding of psychosocial aspects of establishing lasting peace. They will also build skills in facilitating community dialogue, promoting reconciliation, and training local caregivers who work on effects of war trauma.

They will work to develop and implement educational programs on conflict resolution at the University. They are also planning activities with two communities outside of Skopje, one Albanian and the other predominantly Slavic, in order to resolve issues of shared resources, and improve cooperation and tolerance.

Preparing for WTO Accession

- Providing the tools to establish efficient, operational, and transparent systems for the development of safety and quality standards, including its enforcement, was the main training objective for ten Macedonian participants, representing three ministries and an academic institution. Their backgrounds consisted of civil, electrical, and agricultural engineering; law; and veterinary medicine. Global Education Services conducted the training in Washington, DC. The first week covered topics of interest to the entire group, e.g., best practices in testing, calibration, certification, and inspection of industrial products; documentation for measuring standards and calibration devices; conformity assessment of products; control of goods made from precious metals; market surveillance; and how to introduce standardization, metrology, and accreditation into educational curricula. Since the participants' interests had two distinct foci, Technical Barriers to Trade (TBT) and the application of Sanitary and Phytosanitary Measures (SPS), the group divided into their area of expertise during the second week.

A combination of lectures, discussions, and site visits exposed the participants to federal agencies and institutions such as the Department of Commerce; Department of Agriculture; Department of Health and Human Services; US Trade Representative (USTR); Animal Plant Health Inspection Service (Department of Agriculture); Foreign Agricultural Service (Department of Agriculture); National Institute for Standards and Technology (NIST); Food and Drug Administration; as well as the American National Standards Institute (ANSI); American Society for Testing and Materials (ASTM); Food Processors Institute; and Underwriter's Laboratories, Inc. (UL).

Developing Improved Marketing and Promotion Strategies:

- Arizona State University provided training for a group of seven Macedonian advertising and Marketing representatives on its campus in Tempe, AZ, at advertising and marketing firms in the Tempe area, as well as internships with marketing firms in Los Angeles. The training was designed to improve the overall quality of the services that the agencies provide for their clients. The participants acquired knowledge regarding the fundamentals of overall marketing, planning and management, including strategic marketing. They enhanced their knowledge about consumer research, promotion techniques and media, retail measurement, public opinion polling, communication materials design and production, strategy development, and implementation.

Improved Effectiveness Health Care Services

- Improving the standards and procedures of child welfare in Romania was Ms. Mirela Lavric's reason for attending Pathways to Adulthood 2002, a three-day conference open to state independent living coordinators, transitional living grantees, and youth service providers interested in improving services to youth in out-of-home care. Ms. Lavric represented the National Authority for Child Protection and Adoption, Department for Strategies and Programs in Romania. She needed to learn about models of youth services that can be replicated in Romania to increase the effectiveness of youth services and to increase the number of Romanian institutionalized children that can be better integrated into society.

After the conference, Ms. Lavric went to Tulsa, Oklahoma to meet with relevant individuals and institutions who work in youth services. These meetings were organized and facilitated by Dorothy Ansell of the National Resource Center for Youth Development at the University of Oklahoma College for Continuing Education. Ms. Lavric returned to Romania with many ideas and a wealth of materials (including video/audio). One key element that makes this training experience successful is the fact that Romania is in the process of revising legislation on adoption, foster care, and other youth services, and Ms. Lavric therefore had an opportunity to gain valuable insights from the US experience.

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 activity continued to increase in the third quarter of 2002. One hundred and forty-two TCT participants were trained in Bulgaria, Croatia, Denmark, France, Germany, Greece, Hungary, Ireland, Romania, Poland, Switzerland, the United Kingdom and Yugoslavia.

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. A procurement process is used to ensure the high-quality, cost-effective training.

Strengthening the Capacity of Women Entrepreneurs

Eight actively involved women entrepreneurs and NGO leaders from the Republika Srpska and the Bosnian Federation went to Croatia and Romania to observe best practices in supporting the growth of small and medium-size enterprises. The program was designed to also demonstrate the importance of business associations in representing the views, concerns and issues of members and educating them on regulatory changes and best practices in their industries. To accomplish this goal the participants were provided with the opportunity to share their experiences with the members of the Women Business Associations Networks in Croatia and Romania in developing their services and advocacy abilities regarding economic policy, entrepreneurship, employment, credit access, business education and training, and improving the legal and regulatory environment of women's economic empowerment.

Study Tour and Training for Young Croatian Broadcasters

Eleven young media professionals, members of the Young Journalist Center, attended a very highly rated, tailored training program at the BBC Training Headquarters, BBC Television Center and the Parliamentary Unit at Millbank in London. It is expected that the young Croatian journalists will now report on domestic political stories more objectively and play a leading role in raising the standards of investigative journalism in Croatia, through their membership in the Young Journalists Club. The participants had a chance to talk to leading BBC editorial figures from radio and TV; they took part in observational visits to London-based programs and to the "Parliamentary Unit", which specializes in the coverage of political life in the Houses of Parliament and at Westminster in general. The training also included exercises designed to develop and sharpen broadcast craft skills, such as writing, interviewing and studio directing.

The Symposium on the Social and Economic Councils and Tripartite Consultations

The participants of the Symposium in Brussels were high-level members of the GSV or Croatian Economic Social Council: two ministers, five trade union leaders, two leaders of the Croatian Employers Association and one representative of the Office for Social Partnership. The group met with high-ranking officials of the European Economic and Social Committee, Employer's Organizations, Trade Unions, Flemish Social and Economic Council, Belgian National Labor Council and Ministry of Employment and Labor. The aim of the Symposium was to introduce GSV members to the bi/tripartite negotiations and experience of the social and economic councils in Belgium as well as activity of the European Economic and Social Committee in order to improve the activities and dialogue of the Croatian GSV. The Symposium was organized by ILO Turin/Brussels.

Irish Model of Alternative Dispute Resolution (ADR) for Croatians

The group consisted of eight legal experts from the three sides (government, employers' associations, unions) participating in social dialogue in Croatia and from other institutions involved in developing the ADR model. The program took place in Dublin and other parts of Ireland and included workshops, lectures and site visits. The group met with counterparts in Ireland (working in Trade Unions, Legal Services, Government Officials, and Employers Associations) and had the opportunity to become familiar with positive and negative sides of the ADR system in Ireland. Participants particularly expressed their wish to be informed about the legislative framework of the ADR system as well as the training methodology of the arbiters, mediators and others facilitating the ADR system in Ireland. The Croatian Embassy in Ireland showed great interest in hosting a public reception for the group, which included high-ranking government officials (Member of Parliament, Deputy and Assistant Minister).

Organic Honey Producers Training and Trade Facilitation

This program was initiated to introduce the specifics of organic honey production and distribution in accordance with EU requirements to a group of professional beekeepers from Bulgaria and to create favorable conditions for trade linkages and cross border cooperation in the field of organic beekeeping. The Bulgarian professionals learned a great deal about the French Organic Honey Producers' Association's development in terms of management, marketing and the certification of products. The program also encouraged contacts with importing/trade/distribution companies for organic production, increasing the potential for Bulgarian honey exports. As an outcome of the training, the participants developed action plans for establishing a marketing association or a cooperative structure for organic honey among the six beekeepers; developing partnership with one of the participants for packaging and marketing their production; and conducting research for a commercial firm to act as distributor of organic honey. They also planned to organize forums among the beekeepers' society to introduce the

knowledge acquired in France and present the direct selling concept and reorganize the agricultural cooperative in the town of Pleven, changing its statute and following the practices of France Miel. It is envisioned that this could lead to developing a joint venture with France Miel.

Management and Technology Training for Macedonian Meat Producers

This training program taught managers and technicians from Macedonian meat production facilities about managerial and technical advances in practice in the industry in Poland. Participants had the opportunity to visit companies that have successfully implemented effective management and technology systems and visited the international trade fair POLFOOD 2002 in Gdansk. The exhibition covered raw and processed food, food packaging, and machines and equipment for food processing plants. The participants reported that there were many technological and managerial lessons they were able to learn in Poland and apply to own their facilities.



Washington, D.C.

Project Management Activities

During this period Anita Reichert and Colin Davies conducted interviews to identify potential candidates for the position of Macedonia Country Director

Meetings, Conferences, and Presentations

- On May 7, Colin met with a representative from ACDI/VOCA, and on May 9 with representatives from the International Insurance Foundation, to discuss possible collaborative programming with those organizations
- June 4, Colin Davies, Lisa Posner Olocco and Anita Reichert attended the START-PTP Implementation Meeting with USAID/E&E. A program file review followed the meeting - no findings were noted.
- Colin Davies, Lisa Posner Olocco, and Anita Reichert attended a series of meetings to help plan the E&E Regional Training Conference. Colin, as chair of the Task Force on Impact Evaluation, attended several meeting to draft the evaluation questionnaire.

Training Provider Outreach

The Resource Center coordinated visits to the PTP office from eight 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: North Florida International Visitors Council; Iowa State University; International Consulting and Business Training; Michigan State University; Global Health Action; International Training, Education and Business Services; Vincennes University; and University of Central Florida.

Staff Travel

- Janella Nelson, Senior Program Assistant, traveled to New York City on April 26th to conduct an on-site evaluation of a group of 12 Bulgarian law professors and clinicians attending a training program with the Public Interest Law Initiative at Columbia University. A site visit report can be found in the Appendix.
- In May, Colin Davies visited Texas as part of a World Learning-funded outreach initiative to Historically Black Colleges and Universities and to Hispanic-Serving Institutions. He met with international programming and training staff from Texas Southern University, from the Houston Community College System, from the Alamo Community College System, from Texas A&M University - Corpus Christi, and from

Texas Pan-American University. A full report of his meetings can be found in the Appendix.

Washington, D.C. and Regional Cost Saving Measures

- During this quarter an estimated \$28,453 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- Nearly \$44,561 in TCT training costs was saved this quarter as a result of competitive procurement.

Total Cost Savings.....\$73,014

Field Offices

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:

- Training Helps Judicial Budget Office Use Funds More Judiciously
Following their training in Ireland, a group from the Judicial Budget Office held a workshop for the heads of all district and appeals court budget offices. Taking the Irish system as a model, it was agreed that each office would now submit an annual plan, and also monthly reports. A system for standardizing costs was also agreed upon. These changes will lead to a more efficient, rational use of resources. "The idea of the business plan for construction investment and equipment that we saw during our training in Ireland has had a huge impact on improving our work," says the Director of the Judicial Budget Office.

In-Country Training and Follow-on Activities

- In-country training took place in district cities on neo-natal resuscitation for the care of newborns in the delivery room in April, May and June. A total of 154 delivery room professionals were certified in neo-natal resuscitation techniques.
- An in-country training program for inspectors of organic produce and products took place in May. A follow-up training is planned for later in the summer.
- A grant to assist a task force with the drafting of the law and regulations on organic agriculture continued implementation.
- A four-week in-country training was completed in Investigative Journalism to train television journalists and NGO specialists interested in fighting corruption in how to produce a '60 Minutes' type television series. Participants produced the first of a new series called Hapur (Open), using newly learned techniques.
- The first few events of a series of in-country workshops for judges on applying the law on secured financing took place in May and June. The June workshop was particularly useful because the bailiff's office from Shkoder and judges and the credit officer of a USAID-funded Micro-credit project from Kruja were also included. The other workshops are planned for September and October.
- Preparations for a two phased in-country training in fingerling production planned for June and July began.

- A request for training proposals for a 9–11 month in-country training program for the Albanian insurance industry was sent to 8 potential training providers.
- Three follow-on grants were awarded to support activities of local governments:
 - Tourist guide for the city of Pogradec
 - Televising of the meetings of the city council of Pogradec
 - Tourist guide for the region of Tirana

Noteworthy Events

- The FY 2002 training plan was updated to include numerous new interventions and postpone or eliminate others.
- World Learning/Albania renewed its official registration under the new regulations at the Labor Office and the Social Insurance Institute.

Cost-Savings Measures

- \$468 was saved through reduced M&IE and other savings for the Local Tax Administration TCT program.
- A total of \$1550 was saved in reduced M&IE for participants of the Organic Agriculture Legal Framework program in Greece and participants in the Solid Waste Management group in Hungary
- \$870 in lodging costs were saved for the Neonatal Resuscitation In-Country Training.

Total Cost Savings.....\$2,888

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:

- Private Business Management Skills Strengthened for Bosnian Women
A training program in Chicago, coupled with a USAID Business Development Program loan, has enabled a female entrepreneur to increase her staff, add new products, and thus expand her beverage company. Her training in association management was also instrumental in her selection as leader of the BiH Women Entrepreneurs Network northern section.
- Training Enhances Quality of Economic Reporting of Bosnian Journalists
A participant on the Corporate Governance for Journalists training program implemented his Action Plan by editing for Bosnia's oldest newspaper a monthly 4-

page supplement on corporate governance and the stock market. He and two other former participants also introduced to the paper a two-page daily Business and Economy section. He and his colleagues contribute to a Croatian and a German business magazine, and he recently started writing a column for a Sarajevo daily paper.

Media Coverage

- Article from *Oslobođenje*, April 13, 2002
The Sarajevo Stock Exchange (SASE) was officially opened on April 12, 2002. The President of the F BiH Securities Commission is former participant Edib Bašić.
- Article from *Dnevni avaz*, June 12, 2002
Mrs. Azra Hadžiahmetović, BiH Minister of Foreign Trade and Economic Relations, and participant in the training program on Effective Parliamentary Committees in 1999, attended the two-day Conference of Ministers of the Middle and South East Countries, organized by the World Trade Organization (WTO) in Zagreb, Croatia. Currently, BiH has the status of observer in the WTO but is expected to become a member in no more than one year.

In-Country Training and Follow-on Activities

- Allan Stansbury, trainer for the in-country training program in Personnel Systems Management for Government Divisions of Brcko District in 2001 in Brcko returned to for the period March 9 through June 9. As the follow-up to the training last year, Mr. Stansbury has been engaged by the District Management Team, a USAID project in Brcko, to draft purchasing regulations, revisions of personnel policies and regulations, and a budget handbook.
- An in-country training program on Water Environmental Issues - Waste Water Treatment, consisting of six workshops, took place with Workshop A in Gradacac, May 27-30 for 15 participants; Workshop B in Ljubuski, June 17-20 for 9 participants; and Workshop C in Trebinje, June 24-27 for 10 participants.

The goal of the program was to provide skills and knowledge to the participants about the role of government and/or local authorities in environmental management, wastewater treatment and water conservation. The training program consisted of in-class training sessions and a one-day field visit to a functioning wastewater plant. In addition, participants have the opportunity to receive follow-up assistance to clarify issues with the training provider and each other via an e-mail group maintained by the training provider until the end of this calendar year. The local training provider was Hydro-Engineering Institute Sarajevo.

Cost-Savings Measures

- \$752 per participant was saved by purchasing airfare locally for the group of FDIC trainees who traveled to the US, for a total cost savings of \$1,455.
- \$1,325 was saved for the Telecottages group by applying a lower lodging and M&IE rate for them.
- \$3,696 was saved in reduced lodging and M&IE for the Telecottages II group
- \$3,450 was saved in international travel for the Telecottages II group by using bus transportation instead of air transportation
- \$15,426 was saved in reduced lodging and M&IE for the Women in Business I group
- \$3,030 in per diem was saved for the Multiethnic Governance II TCT program
- By using bus instead of air transportation, an additional \$3,000 was saved for the same group
- One of the participants in the TCT program in Landslides took the train instead of an airplane, saving \$358

Total Savings.....\$31,037

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:

- Roundtable on Annuities Spreads Information About Bulgarian Pension Funds
As a follow-up to a Washington, DC training program on annuities and pension income, a workshop on the same topic was organized by the four participants who had been on the program – two from the State Insurance Supervisory Agency, and two from private pension and insurance funds. Sixty representatives from all 8 licensed pension companies attended the workshop in Sofia. A task force is now preparing an amendment to the Law on Voluntary Supplementary Pension Insurance.
- Newly Established Bulgarian Conciliation Commission Mediates First Conflicts, Promotes Services
A group of community leaders from the Lom municipality – a town with a large minority population – used what they had learned in the Czech Republic and Slovakia to establish and promote, through a brochure and the media, the work their own conciliation commission. Three mediation teams have been set up, with former participants on each team. So far two conflicts have been mediated, and an agreement was brokered between the authorities and a Roma neighborhood.

- Bulgarian Ecotourism Task Force Plans Visitors' Center and Tourist Paths to Attract Visitors
A very successful training program on ecotourism took place in Tennessee, and the participants included government officials, national park employees, private businessmen and community leaders. Groups from two regions with great ecotourism potential applied for, and received, grants from the Democracy Network to establish ecotourism NGOs: one group has established a visitors' center (using a building donated by the municipality), and the other is developing two tourist trails. Both groups are now developing their marketing strategies.
- Steps Toward Stronger Local Government Taken by Bulgarian Grant Recipient
The Executive Director of the National Association Legal Initiative for Local Government – a former participant – was awarded a small grant to help develop a network of local coordinators in 23 municipalities, and to organize a 3-day roundtable for local government representatives on advocacy and lobbying the National Assembly. At the workshop many examples of the US lobbying system were cited, drawing on participants' experiences. . Several of the other workshop presenters were former participants, including one recently elected to the National Assembly where she is on the Parliamentary Commission on Local Government.
- Computer Technology Encourages Citizen Participation in Decision-Making in Bulgarian Municipality
The mayor from a town in a small rural community was awarded a small grant to develop a municipal information system, providing information to local citizens and to potential investors. He and his staff have launched a web site <www.valchedrum.com>, to attract businesses, brochures have been published describing available municipal services, and a public Information Office has been opened. All these innovations will give citizens immediate access to current information and improve their ability to participate in local decision-making.

Media Coverage

- A number of announcements appeared regularly in the *Dnevnik* daily inviting journalists from electronic media and the papers to compete to be chosen as best investigative journalist. The competition is co-organized by the USAID-funded Promedia Project, ABBRO and the Bulgarian Media Coalition (BMC). Members and key staff of ABBRO and BMC have been assisted through US-based training programs. In 2000, World Learning at the request of USAID conducted a specialized US training program on Investigative Journalism. One of the participants was awarded a small grant for his proposal to establish a database to be used in journalist investigations.

- According to *Dnevnik* on June 12, Ms. Tvetina Bojinova, Head of Public Relations for Sofia municipality, received a prize for PR work from the Bulgarian PR Association. Ms. Bojinova participated in a US and third country training program in Government Communications for PR Specialists in 1999.
- On the day of their departure for third country training in Organic Honey Association and Trade Development, June 16-27, participants were interviewed and photographed for an article about the program that later appeared in the newspaper *Pchela i kosher* (Bee and Hive, circulation 12,000) in the June 26 edition. A translation of the article can be found in the Appendix.

In-Country Training

- Training on Credit Card and Electronic Payment Fraud took place in Borovets, June 4-6 and attended by about 60 representatives of commercial banks, law enforcement agencies and courts. Presentations were delivered by Visa International, Mastercard, American Express, Bulgarian legal experts, a Romanian prosecutor and a Secret Service agent. Presentations focused on chief security characteristics of credit cards, mechanisms for fraud prevention, fraud types, and legislation on the subject. The seminar was very participatory. A discussion was raised on the need of better coordination among the various Bulgarian law enforcement agencies involved in credit card fraud prosecution.
- In addition to observing the small grants event mentioned below, Program Assistant Kristina Grozdilova traveled to the seaside town of Albena from June 19-21 to monitor a Lobbying and Governing seminar that was funded under the a small grant entitled The Concerned Choice of Local Government Bodies – Common Political Concern. This event was not only a key element of the grant, but also part of a broad discussion about local government and lobbying in which many participants contributed. Observations from this monitoring trip are reflected in a success story entitled Steps Toward Stronger Local Government Taken by Bulgarian Grant Recipient.
- On June 13, Program Assistant Kristina Grozdilova and Country Director Matt Brown monitored a component of a small grant entitled Survey on Public Information and Awareness of Deposit Insurance in Bulgaria. The component was a research focus group discussion (one of several throughout the country) in Sofia conducted by a sociological research agency contracted by the Deposit Insurance Fund to conduct a quantitative and qualitative survey on public awareness of deposit insurance in Bulgaria. The research is designed to reveal public knowledge and perceptions of the Deposit Insurance Fund so that the Fund can better market itself and convince more citizens to keep their money in banks rather than “under the mattress,” which, in turn, will benefit the economy.

Noteworthy Events

- On June 18, World Learning hosted a participant awards ceremony. The event was held to honor the work of more than 270 participants in 33 programs during the past year. 183 participants attended, along with approximately 50 guests, including personnel of USAID, the US Embassy, and other partners. Speakers included US Ambassador James W. Pardew, USAID Mission Director Debra McFarland, PTP Small Grants recipient Mrs. Eva Radeva (Executive Director, National Association Legal Initiative for Local Government), Mr. Nikola Abadjiev (Chairman, Bulgarian Association of Supplementary Pension Insurance Companies), and PTP participant Mrs. Sasha Bezuhanova (General Director, Hewlett Packard Bulgaria and Vice President, Bulgarian International Business Association). The third round of PTP small-grants was announced officially at the ceremony.
- On June 6, the Valchedrum Municipal Information Center was officially opened. Program Assistant Kristina Grozdilova traveled to Valchedrum to attend the official opening of the Center, which was created in part with financial assistance from a PTP small grant entitled Improvement of Administrative and Information Service Municipality Residents. The event was high profile. Speakers included USAID Mission Director Debra McFarland and Deputy Administrator of USAID Richard Shick, who was on a tour of the region.

Cost-Savings Measures

- \$5,314 was saved in international airfare for the NGO Law Clinics program
- \$1,245 was saved in international airfare for the US Regulatory Agencies program
- \$3,792 was saved in international airfare for the World Bank Seminar.
- \$1,686 in airfare was saved for the Strategic Public Sector Negotiations group
- \$3,700 in reduced M&IE was saved for the Intergovernmental Finance training program
- \$780 in airfare was saved for the Procurement Directorate training program
- \$2,180 in reduced M&IE was saved for the Organic Honey Producers' Association Training and Trade Facilitation
- \$2,217 was saved in international airfare for the Venture Capital Legislation group
- \$194 was saved in international airfare for two Pension Reform trainees

Total Savings.....\$21,108

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:

- **Croatian Participant Applies Training in Drafting New Securities Law**
Following her training with the US and Bulgarian SECs on Enforcement and Market Oversight, a participant met with her supervisors and colleagues to review the draft of the proposed Law on Securities. Her recommendations were incorporated into the final version, which passed through Parliament and has come into law. She also wrote an article on the subject for the *Croatian Business Weekly*.

Staffing

Lidija Rakar, WL Senior Program Assistant, returned to work after 6 months of maternity leave.

Media Coverage

- Many articles were written about the Labor and Legislation Policy seminar, April 29-May 3, since the 5 main union leaders in Croatia decided to boycott when the media presented it as a Croatian Government-sponsored event. One journalist covered the seminar and his article was bought by some of the largest newspapers in the country. The seminar was described in a very positive tone, but he repeated the mistake of stating that the seminar was sponsored by the government. Croatian National TV reported on the seminar and ran a 5-6 minute report on its May 2 evening newscast. All of the interviewees expressed positive impressions about the seminar as well as the need for Croatian social partnership to develop further and learn from experiences of other countries when it comes to tripartite dialogue.
- Articles about the Pension Reform group of 13 journalists who trained in Hungary May 13-17 appeared in several media outlets. An article published prior to the study tour in the Croatian national newspaper *Vecernji list*, by participant Vesna Siranovic announced the trip. After the training was completed, all of the participants wrote at least one article about the Hungarian Pension Fund and all expressed in the articles that the trip was extremely useful, well organized and well implemented.
- Thirteen articles were published in print media, three radio and one television spots were broadcast about the program on the New Croatian Pension System IV, held in Brijuni, May 31-June 2. All the articles stressed the importance of having Pension Fund representatives at this particular seminar for the first time.

- A program in Multi-Ethnic Governance held in Porec, June 16-19, produced an article in *Glas Istre* (a local Istrian daily) about the visit of the group of mayors to the Town of Labin, the reception organized by the Labin Mayor at the Town Hall, and a visit to the business incubator. The article talks about how important it is to move forward and get away from the impact of war how economic development and cooperation can play a crucial role in that process.

In-Country Training

- A conference on Bankruptcy and Seizure was held in Zagreb, April 4-5, for 23 participants who were judges of commercial courts. Since some of the originally-nominated 15 participants gave up their reimbursement for travel and accommodation costs, 8 additional participants were funded. The training provided was Injenerski Biro d.d., a local organization.
- Two two-day seminars on Labor and Legislation Policy were held April 29-May 3 at the National Park Plitvicka jezera for 24 participants. The International Training Center of the International Labor Organization provided the training, with some international and some Croatian trainers. Since Croatia will be revising its Labor Code and other labor legislation during 2002, many issues needed to be considered, including increasing the flexibility of Croatian labor, the role of collective bargaining, and harmonization with EU legislation and practice. Participants in this training were exposed to various options for legislative change and various approaches to labor flexibility issues. Experience from various other countries that have recently embarked on labor law revision and labor market reforms were discussed. Thus the objectives of this training are improved labor legislation based on a collaborative process of dialogue between social partners.
- Training in the New Croatian Pension System IV was implemented with support from Carana Corporation, Hagen (Pension Supervision Authority), Regos (Central Registry of Affiliates), the Croatian Pension Institute and representatives/fund managers of seven private pension funds. Participants included 24 journalists and 38 representatives of the Ministry of Labor, Pension Fund, HAGENA, REGOS, and Pension Fund Managers. The new Croatian pension system is complex in its regulatory and legislative design. Journalists are now coming to terms with the financial importance of the new system to the Croatian economy. The goal of this event is to provide the financial and economic context to the New Pension System, as well as introduce them to the Private Fund Industry and its role in the implementation process.
- Multi-ethnic Governance II was held in Porec, Croatia, June 16-19 for 21 participants (10 representatives from Bosnia and Herzegovina and 11 representatives from Croatia). Individual experts provided the training which supported Mayors/Deputy Mayors of local self-government units in Croatia and Bosnia and Herzegovina. Local leaders come from communities that still face movements of populations and

experience economic hardship. Most of the trainees already went through initial trainings facilitated by World Learning: Training on Integration of Minorities (November 2000, Northern Ireland) or Best Practices in Multi-Ethnic Governance and Economic Revitalization among Communities in Transition (November/December 2001, Hungary, Slovakia).

The performance problems this training addressed are related to skills needed for successful leadership of multi-ethnic communities in the process of transition. The training was to strengthen their public relation, conflict resolution and negotiation skills and provide additional knowledge related to cross border return and economic development. The indicators of the performance would be number of sustainable returns and number of jobs created.

Noteworthy events

The implementation of the small grants program started in May by sending out letters of invitation to submit proposals to eligible participants. World Learning/Croatia received 63 requests in May for sending out the application kits, and 21 proposals were received in June to be considered by the Selection Committee.

Cost-Savings Measures

- \$130 was saved on translating materials in-house for the in-country training on Labor and Legislation Policy
- \$50 was saved by negotiating the price of the conference room for the Labor and Legislation Seminar in Plitvice.
- \$800 on was saved on accommodation costs at hotels used for in-country training by negotiating a 15% discount
- \$500 was saved on transportation for site visits during the Multi-Ethnic Governance program. After comparing the prices in BiH and Croatia, World Learning offices in Sarajevo and Zagreb decided to rent a bigger bus for the BiH group, which will be used for site visits tours in Croatia. This was \$500 cheaper than renting the bus for 4-5 hours for three evenings in a row, for site visits only.
- \$400 was saved on hotel accommodation with a 10% discount (half-board service), which was negotiated.

Total Savings.....\$1,180

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:

- **Management Skills and Knowledge Shared Within Macedonian Education Sector**
An adviser at the Ministry of Education (who shortly after her training was promoted to Unit Head) attended training in Hungary on the Regional Infrastructure Project's management framework, which introduced her to the concepts of project management drawing on best practices from other countries in the region. Upon her return she followed through by organizing two seminars for her colleagues at the ministry, one on Management and Leadership in Educational Institutions, and the other on the Role of the Coordinator in Educational Reform.
- **Macedonian Bank Supervisors Improve Examination Reports and Share Their Acquired Knowledge**
A group of National Bank supervisors followed up their US training by giving a series of presentations to their colleagues, including the Manager and the Heads of Units. They are now working on changing the format of the final examination reports, and making them shorter and to include more concrete information, along the lines of the US model their had studied.
- **Macedonian Union Training Center Provides Educational Programs for Members**
Among those taking part in a US training program on Negotiating Training for Local Union Leaders was the president of a Regional Union Council. Upon his return home he put his Action Plan into effect by establishing an Education Center to train a trade union trainer corps to give courses for their members, and by organizing a series of seminars on topics such as developing leadership capacity and negotiation/conflict resolution. All that in addition to helping to organize a media event on the role and importance of trade unions, and writing a book on the subject!
- **Marketing and Promotion Trainees Establish Staff Education Programs, Win International Marketing Awards**
A public relations and marketing company has had a lot of success since two of its senior staff attended a US training program. They have established an on-going training program for their staff, including a seminar on writing press releases, and are now developing a web site. Since their training their company has won one national and two international awards, and they have just won an account to conduct a regional marketing campaign. Their executive director says, "The expansion of PR services, and the implementation of the international education program were a direct result of our US training."

Staffing

- Program Officer Jovan Madjovski resigned to join USAID.
- Tanja Gjorgjevska was promoted to Program Officer.
- Sonja Jovanovska joined World Learning at the end of May to fill the position vacated by Tanja's promotion
- Kristi Fundu joined World Learning to cover for Jeta Stavileci while she is on maternity leave.

Media Coverage

- The April 23 edition of the daily newspaper *Utrinski Vesnik* dedicated half a page to a column about anti-corruption written by former participant Vancho Uzunov, a Professor at the Law Faculty, University of Sts. Cyril and Methodius, who attended a competitiveness and anti-corruption conference organized by USAID's Center for International Private Enterprises from March 26-28 in Budapest. As anti-corruption is a burning issue in Macedonia these days, Mr. Uzunov expressed the opinion that citizens should not be a passive audience to corruption that only observe the issue, but should be active fighters against it. He further suggests that this requires support of new institutions such as courts and stimulation of competitiveness in the economy and society in general.
- Daniela Dimitrievska participated in a training program in Women in Politics: Mobilizing for Elections that took place in Minneapolis and Washington, DC, February 10 to March 3, 2002. She was interviewed for a story in the April 20-21 edition of the daily newspaper *Utrinski Vesnik* concerning increasing the number of women candidates running for election in the upcoming fall Parliamentary elections. Ms. Dimitrievska, Women in Politics Program Coordinator in the Association for Emancipation, Solidarity and Equality of the Women (ESE) said that the political parties and the Government itself should be more open and follow the widely accepted trend in most West countries, where the number of women in the system is considered as an important step towards the democratization of the entire society. To answer other observers who point to problems in political parties that undermine the candidacy of women, Ms. Dimitrievska stated "I think that the misconception lies in the political parties. I wish that the people stopped making issue of the quality of proposed women because nobody questions the men's qualities." Her organization, ESE, is working on numerous educational seminars across the country targeted to women political party members and representatives of women's NGOs that include media relations as a topic. These and other events organized by ESE have reached approximately 250 people (mostly women) who were educated and/or introduced to the subject of women in politics.
- The April/May 2002 issue of *Free Market Rules*, a publication of the American Chamber of Commerce in Macedonia, dedicated an article to the Marketing and Promotion training that took place from April 13 to May 1, 2002. As stated in the

article, the training was designed to improve the overall quality of services that the Macedonian advertising and marketing agencies provide for their clients, with an accent on general marketing theory insight, management practices and advertising trends in the US. The participants' action plans focused on accelerating the process of establishing the Macedonian Association of Advertising Agencies.

In-Country Training

- A seminar was organized for business journalists on the functioning of the Macedonian Stock Exchange in Ohrid, between May 17-19. The general conclusion of the seminar was that the institutional functioning of the securities market in the Republic of Macedonia has been completely established, which opens the road towards a completely transparent and secure capital market. The functioning of the Securities Commission as a regulator and controller of the capital market as a whole was assessed as successful, as was the role of the Macedonian Stock Exchange that organizes the securities market and the Central Depository that keeps the ledgers of the companies.

Several foreign financial experts were present at the seminar, as well as Mr. Evgenij Zografski, Director of the Macedonian Stock Exchange, Mr. Stefan Shapceviski, Director of the Central Depository and Mr. Tomo Tomovski, Director of the Securities and Exchange Commission. Mr. Nils Ekber of the Macedonian Investment Development Project stated that now that the main components of the capital market are set and function properly, the Macedonian Stock Exchange is well prepared for greater activities. He pointed out that the cooperation of the Stock Exchange with the Slovenian and Greek Stock Exchange Markets will contribute to the expansion of foreign investment in the country.

The event was covered in the daily newspaper *Utrinski Vesnik* on May 20 and several local TV stations that are broadcast nationally.

Noteworthy Events

- In April, the President of Macedonia, Boris Trajkovski, officially opened a new building for an independent, American-style high school founded in 1997, NOVA. The principal of NOVA, Ms. Venera Novakovska, was a participant in the Women Entrepreneurs' Business Networking Training that took place May 1-19, 1999 in the US and Hungary. At the ceremony, Mr. Trajkovski, also a former USAID participant, pointed out that NOVA is an important institution for the development of education, multicultural co-operation, and exchange of ideas. Additionally, he said that the high school is an example of how mutual confidence and respect of different cultural identity are developed.
- On behalf of the US Embassy and USAID, World Learning/Macedonia organized its third Awards Ceremony to recognize the active participation of Macedonian professionals in various training activities that it sponsored during the period between

October 2000 and September 2001. The ceremony took place on May 23, 2002. H.E. Mr. Lawrence E. Butler, U.S. Ambassador to the Republic of Macedonia, gave out the *Certificates of Achievement*. Anne Atkinson, World Learning Country Director, opened the ceremony and Ambassador Butler and USAID Mission Director Mr. Stephen Haynes addressed and congratulated the participants. Three participants were selected to give a speech and address the other participants and invited guests. The participants said they strongly believe that their training will lead toward building a society based on rule of law, democratic principles and a market-oriented economy moving towards inclusion in a united Europe. Macedonian National Television covered this event and presented it in the evening news.

- World Learning officially joined the American Chamber of Commerce in Macedonia and was welcomed at the General Annual Assembly Meeting on June 19. Sani Karaevska, Financial and Administrative Assistant for World Learning, attended this meeting.

Cost-Savings Measures

- \$420 was saved by administering the CEPA test in-house
- \$761 was saved on two airfares at a special market rate for the USSEC International Institute for Securities Market Development
- \$431 was saved on airfare at a special market rate for the seven Marketing and Promotion participants.
- The Macedonian Stock Exchange paid \$440 for the materials and closing dinner as a cost-share for the Journalists Seminar on the Functioning of the Macedonia Stock Exchange in Ohrid, Macedonia
- MBS (Macedonian Business Systems) contributed \$418 toward the IT training courses for the Government of Macedonia
- A savings of \$5,940 was realized in reduced per diem for the Management and Technology Training for Meat Processors TCT program
- \$1,342 was saved in reduced per diem for the Management and Technology Training for Dairy Processors TCT program
- \$6,047 was saved when actual costs were compared to budgeted costs of \$10,956 for the Financial Intermediaries in-country training program. Savings were realized in interpretation, coffee breaks, accommodations, and transportation.

Total Savings.....\$15,799

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:

- **Small Grant Provides Job Training for Institutionalized Teenagers**
An interesting partnership between the private sector and state institutions was created when a fashion company received a small grant to train and integrate into the workplace teenagers who had been institutionalized. Eight of the sixteen teenagers involved in the project are now qualified as tailors or cutters, and are working in clothing factories.

Media Coverage

- Country Director Cristian Andriciuc was interviewed for the journal of the Romanian/Bucharest Chamber of Commerce. The interview focused on the scope and approach of the Corporate Responsibility training program.
- Several local newspapers and TVR1 Cluj (a local television station) were present at the opening of the fourth Disaster Management Seminar.

In-Country Training

- A training program in Power Sector Privatization was held in Bucharest, April 4–5. The training provided ideas for establishing a privatization strategy for electricity generation and proposed appropriate instruments for this privatization. This workshop was part of a series of events that include a study tour and a high level seminar on power sector generation privatization issues. The workshop was coordinated with Hunton & Williams' Chief of Party, Zahid Khan.
- A four-month training event in Rehabilitation and Development of Irrigation Systems ended on April 15. Sixty participants representing 20 Water Users Associations attended the training. By the end of the program, it was expected that 20 Water Users Associations (WUA) in Nicoresti-Tecuci and Sadova-Corabia would be operating; that manuals for the WUA training for development would be reviewed, updated and improved; that procedures, rules and specific by-laws were developed; and that training needs of the existing associations were assessed. Training was provided through ISPIF in direct cooperation with a group of 3 Dutch consultants (a training specialist, a financial specialist and an O&M specialist) and under the coordination of Mr. Ben Roelofsen, PA Consulting expert on the Irrigation Rehabilitation project.

- Ninety participants from all over the country attended a two-week training program with the Junior Achievement Office in Bucharest, April 8-22. At the conclusion of the training event, trainees were to be able to develop entrepreneurial training programs in their schools; develop curricula of Student Company Programs; disseminate knowledge to other schools/teachers; develop a graduation project as the basis for teaching Student Company Programs; teach students how to develop and propagate free market oriented attitudes such as the entrepreneurship practices; receive widespread acknowledgement within the Romanian young generation; replicate the program in their schools/universities in the upcoming year.
- The Disaster Management Seminar 4 took place in Cluj City, May 20 – 24. Thirty participants, representing the Civil Protection Department of the Internal Affairs Ministry, NGOs, police departments, fire departments, the National Institute of Geography, city halls and hospitals were trained to better understand the value of collaborative efforts in disaster response and how to facilitate this process; to have a greater appreciation of the components of a responsive humanitarian program and logistics involved in its delivery; and a greater familiarity and interest in pursuing improved community disaster preparedness throughout Romania including the implementation of mitigation and prevention programs whenever possible. Training was provided by Mobile EMA Alabama.
- A workshop in Corporate Social Responsibility was held for 20 participants representing 20 private companies on May 27 followed by up to 32 hours per participant of consultations for finalizing the Corporate Responsibility Project. In the second phase of the project, USAID will select and approve two companies to develop two pilot programs: Grant Incentive Program and Corporate Citizenship Awards Program. The training provider was CCIRB, a local organization.
- Two workshops in Advanced Hospital Coding were conducted, one in Sibiu June 3-5 attended by 52 participants, and one in Bucharest June 10-12 attended by 45 participants. The objective of the workshops was to determine appropriate disease coding procedures in medical records for the purpose of transparency in documenting services for payment. Trainers from two Australian institutions were used, National Centre for Classification in Health (Brisbane), and National Centre for Classification in Health (Melbourne).

Cost-Savings Measures

- \$89,554 was saved on lodging and per diem for the Student Company Program
- \$21,152 was saved on lodging and per diem for Power Sector Privatization Program
- \$4,600 was saved on lodging and per diem for Disaster Management 4
- \$1,700 was saved on lodging and per diem for Corporate Responsibility
- \$22,728 was saved on lodging and per diem for Advanced Hospital Coding Practice

Total Savings.....\$139,734

APPENDIX

- Site Visit Report for Public Interest Law Initiative at Columbia University
- Trip Report from Visits to Historically Black and Hispanic- Serving Institutions
- Translated Article from Bulgaria about Honey Producers on Training in France

SITE VISIT REPORT
NGO Law Clinics- Bulgaria
April 13-27, 2002

TRAINING INSTITUTION: Public Interest Law Initiative at Columbia University

LOCATION: New York, New York

DATES OF VISIT: April 26, 2002

WORLD LEARNING SENIOR PROGRAM ASSISTANT: Janelle Nelson

PARTICIPANTS: Maria Slavova, Sasho Penov, Evdokia Kemalova, Krassimir Dimitrov, Anastas Georgiev, Maria Gerassimova, Georgi Ivanov, Daniela Doncheva, Anastasia Budakova, Doncho Hrusanov, Monika Kopcheva, Bilyana Gyaourova

PURPOSE OF VISIT: To meet with Public Interest Law Initiative and conduct an on-site evaluation the program

The participants on this two-week program were 12 Bulgarian law professors and clinicians. Ten of the participants were representing four different law clinics: Sofia University, Veliko Turnovo University, University of Rousse, and University of Plovdiv, and two were representing INCL and ABA-CEELI.

The main objective of the program was to learn how to develop and administer a legal clinic for NGOs. The Public Interest Law Initiative chose to have the group spend four days in Washington, DC and 11 days in New York City to have the chance to see a variety of clinic models, which work with diverse NGO communities. During this time, the participants learned about the approaches to designing a NGO law course or clinic for their universities, the practical aspects of administering a clinic, and more about the international NGO academic network. In Washington, DC, site visits included American University, District of Columbia Bar, ABA-CEELI, and the International Center for Not-for-Profit Law. In the New York City areas, they included Rutgers' University, Lawyers Alliance for NY, and Fordham University.

The Training Program

The participants arrived in Washington D.C. on April 13 and were met at the airport by Julie Plavsic of PILI and two interpreters.

An orientation was conducted on Monday, April 15th at World Learning during which administrative details were discussed and explained. PILI provided them with a detailed daily schedule. The orientation was later followed with a monitoring call via telephone on April 22, when the participants were able to share their thoughts and concerns about the progress of the program and how it was meeting their objectives. The evaluation, on April 26th, gave them the opportunity to give their overall assessment of the program.

In DC, the group found meetings with the clinical professors from David A. Clarke School of Law, American University, and George Washington University very useful. Although Georgetown University was never part of the schedule, the participants expressed disappointment that they were unable to meet with Georgetown faculty and students.

In New York, the group was able to meet with professors and representatives from Fordham University, Rutgers University, and Columbia University. They expressed satisfaction with the visit to Columbia Law School because it gave them had a chance to see the legal clinics. They also found the mediation meeting at Columbia University interesting. The site visit to Fordham University was of particular interest to some of the participants, one of whom singled out Mr. Brian Glick, a Clinical Law Professor, for providing them with a particularly interesting session.

The majority of the participants also found their visit to Rutgers University to be useful, especially since they were able to attend Superior Court. There they were able to observe students interviewing clients. Although they met with students at Columbia, Fordham, and Rutgers, they felt there should have been more interaction with students. In fact, a few participants stated that their objectives were only partially met because of the insufficient time allotted to meet with students. The participants criticized the timing of the training, which took place at the end of the academic year, thus perhaps accounting for the limited student-participant interaction.

When asked about the quality of instruction and methodology, one participant said that they were lectured on subjects they already know about, and that the caliber of the instructors was inadequate. In his opinion, some lectures were a waste of time altogether and offered that the participants could have given better lectures themselves. The group also felt there was too much classroom, and that their training days were too tightly programmed. The tight schedule prevented them from evaluating each session. Ultimately, the participants felt they did not learn any new ideas per se, although they admitted they would be able to use some of the practical experience gained during the program in their own country.

The participants did rate the quality of the facilitator, Julie Plavsic, and the main professors, Marcia Levy and Barbara Schatz, highly. The participants said that the facilitator went above the call of duty and tried to be as accommodating as possible. They were especially happy with Marcia Levy and their experience with her at Rutgers University. Through these two main trainers, they were able to make several useful contacts and be successfully guided through the development of their action plans. They were happy with the results of their action plans and felt they would be able to successfully implement them upon return to Bulgaria. They also said that they planned to stay in contact with Marcia Levy and Barbara Schatz.

PILI Evaluation

The action planning process was very impressive and showed that PILI did have a comprehensive approach to action planning. Each law clinic composed it's own action plan

and presented it the day of the evaluation. With the guidance of Marcia Levy and Barbara Shatz, they were able to differentiate between realistic and unrealistic goals in their plans and were able to devise plans that could be implemented in six months.

Despite the group's unsatisfactory evaluation of the program, the program content was delivered according to World Learning's contract with PILI. PILI's program directly responded to the RFTP and their staff dealt with the participants' concerns respectfully. PILI expressed interest in working with World Learning again in future programs. They reiterated that they have extensive experience in Eastern Europe and with their NGO contacts in Washington DC and New York, they have the means to pull together a successful program. Their strengths are in clinical legal education and public interest law related issues. Since 1997, they have contributed to the development of functioning legal clinics in more than 60 law schools in 20 countries. PILI has four main programs: Clinical Legal Education, Law Fellows Program, Access to Justice, and the PILI website, which features access to justice and legal education electronic forums. Since they have experienced consultants willing to do overseas training, they have the capability to do in-country trainings, as well as U.S. trainings.

Minority-Serving Institutions Outreach Initiative

Colin Davies
Trip Report, May 2002

Preparation:

Prior to my visit I conducted research into those schools that were potentially interested in expanding their international activities to include the types of short-term training programs World Learning manages under the START contract. Thus, during the spring of 2002 I spoke with and met representatives from the following organizations:

American Council on Education, American Council on International and Intercultural Education, American Indian Higher Education Consortium, Community Colleges for International Development (CCID), NAFSA: Association of International Educators, State Department, SIT Study Abroad, United Negro College Fund (UNCF), USDA, and representatives from two minority-serving universities.

From my meetings I drew up the attached document -HSIsHBCUsTribal.doc - which lists all the people I spoke with, and lists, by state and by category (HBCU, HIS, Tribal) the schools that were recommended as those most likely to be receptive to a visit from me during which I would give a presentation to appropriate faculty and administrators describing our program. To support my initiative, two consortia - CCID and UNCF - sent their members a program description I had written. A review of interested schools showed the following geographic areas to be the most logical for me to visit:

- East Texas – Houston, San Antonio, Corpus Christi, Edinburg
- Georgia and Alabama – Atlanta and Huntsville
- California – Los Angeles and suburbs, Palm Desert or San Diego

I submitted a proposal to World Learning/PIDT, and received approval to make a visit to East Texas for 3 days in mid-May, visiting the following schools:

- Texas Southern (Houston), an HBCU,
- and the following HSIs:
- Houston Community College District (5 colleges)
 - Texas A&M – Corpus Christi and Kingsville
 - University of Texas, Pan American (Edinburg)

In addition I proposed a visit during my attendance at the NAFSA conference in San Antonio in late May to:

- Alamo Community College District (3 HSIs, 1 HBCU/HSI)

Institutional Outreach Meetings:

I completed my four-day trip in May 2002, and a copy of my itinerary is attached – Texas Trip Itinerary.doc. – which includes a list of my meetings, and of all the people I met at each institution

At each of the institutions I visited, I gave a presentation outlining World Learning's training programs, and I discussed the sectors in which most of our training is conducted. I also described World Learning's procurement process. I went through the information packet I had prepared, and gave each institution several copies. This packet, which is on the World Learning web-site, includes: a general description of the training program, a list of the most common sectors of training, tips on preparing a capability statement (with a specimen statement), and guidance on how to respond to a request for training proposal (with a specimen proposal and budget using the World Learning template).

At each institution we discussed the types of international training programs they are currently managing, and their other overseas activities. I asked questions to ascertain each institution's commitment to international programs, and the structures currently in place. I also asked each institution about its links with local organizations and associations, and stressed that it was in each institution's interest to take advantage of its particular geographic and demographic characteristics. Finally I explained that the next step for each institution was to prepare a short capability statement (along the lines of the model I had given them). I followed up my visit with thanks you letters to each institution, repeating my request for a capability statement, and offering all the support that I and our Resources Department can offer.

Texas Southern University

- I met with the Dean of the College of Science and Technology and his colleagues (see attachment for full list of names), most of who are part of Texas Southern's TELP Team, working on the USAID-funded South Africa Tertiary Education Project.
- The university's areas of expertise are:
Small business development, entrepreneurship, urban planning, administration of justice, empowerment of women, political parties and elections, NGO development, ecommerce and other web-based technologies, software development, solar energy, airways management, and career training.
- TSU has good linkages with the African-American communities, with corporations, small businesses, political leaders, and with other educational institutions.
- TSU has worked with groups of participants from South Africa, Tanzania, and Belize.
- There is an Office of Sponsored Programs, though I gained the impression that the momentum for sponsored international programs comes from the College of Science and Technology, and the Business School.

I have made follow-up calls, and I understand the university is working on its capability statement.

Houston Community College

- I met with Dr. Juan Perez, Executive Director of International Initiatives, and his colleagues. The Houston Community System has 5 campuses and over 55,000 students.
- Areas of expertise:

The community college system offers courses in a huge range of subjects, including business and marketing, health sciences and health information technology, information technology, manufacturing and construction, and computer operations. The Contract Training Division customizes professional development courses in an equally wide range of topics.

- HCC has experience with international trainees, and has managed programs for participants from China, Mongolia, Pakistan, Germany, Nigeria, Syria, Mexico and Panama. It has on-going linkages with local institutions.
- International training activities are managed through the HCC Central Campus, through the Office of International Initiatives. There is also an Office of International Student Services.

I gained the impression that the college system is extremely dynamic, though so far I have not received the request capability statement.

Texas A&M – Corpus Christi

- I met with Dr Leonardo Carillo, Director of the Office of International Programs, and with Dr Moustafa Abdelsamad, the Dean of the School of Business
- Capabilities: Dr Abdelsamad (who is also president of the Society of Advanced Management) has worked on a number of World Bank and USAID contracts, and is interested in the work of World Learning. There are a number of international faculty at the school. He says he is interested in offering tailored programs in business, financial management, and public administration.

Dr. Abdelsamad will be working on a capability statement over the summer.

University of Texas- Pan American, Edinburg

- I met with Marilu Salazar, the Director of International Education and Exchange.
- Capabilities: Ms. Salazar expressed interest in offering programs in curriculum development and small business. I was particularly interested in the fact that her institution has already run programs taking advantage of its border location, and these program offerings have included cross-border business, free trade zones, customs and immigration, and cross-border health.

Although Pan American did not give the impression of having the staffing and structure in place to offer a range of programs, we should consider them for the occasional special requests we receive for programs involving border issues

Alamo Community College District

- I met with Dr. Eduardo Conrado, the District Director for International Programs, and his colleagues. Dr. Conrado has worked with USAID participants since the PIET days.
- Capabilities: The colleges have worked with groups of participants from Mexico, Salvador, Dominican Republic, Korea, and with business leaders from Ukraine and Russia. They work with Georgetown University through the USAID/CASP program. They are interested in offering programs on aviation management, police training, youth at risk, anti-corruption, mayor and local government, rural education, civic participant and NGOs.

Dr. Conrado and his colleagues run a range of international programs. Up to now they have primarily focused on Central America, but Dr. Conrado expressed interest in expanding to other regions. A capability statement is promised.



E&E Regional
Participant Training Program



Note to file, TCT "Organic Honey Producers' Association Training and Trade Facilitation", France, 16 - 27 June, 2002
10 July 2002

*Original article from "Bee & Hive" - June 26 - July 09, 2002 edition
By Lyubomir Kolarov*

Translation from Bulgarian by Miglena Mladenova, Administrative & Program Assistant

Honey Producers on Training in France

The participants in the group of organic beekeepers became acquainted with the specifics of the organic honey production and distribution in accordance with the EU requirements.

A group of Bulgarian beekeepers returns on June 26 from France after studying the particularities of organic honey production, marketing, certification, labeling and supplying of organic honey on the home market. The participants in this training are professionals from the regions of Veliko Turnovo, Pleven and Varna, who have been engaged for a second year in the operating in Bulgaria program for organic beekeeping.

The group was comprised of Dimo Dimov, who is considered to be the guru of organic beekeeping; Todor Naydenov, Chairman of Municipal Beekeepers' Union - Veliko Turnovo; Ivan Stefanov, Chairman of the Association of Beekeepers in Elena; Nikolay Minchev and Anton Antonov (Elena); Rumen Balinski (Pleven); Valeriy Tsikov (Varna).

The training was funded by the United States Agency for International Development (USAID) under the initiative of ACDI/VOCA and the design and implementation of the program was assigned to the international organization World Learning. The Centre de Formation Professionnelle et Promotion Agricole (CFPPA) is host of the internship in France.

The dynamic, diversified, intense and perfectly organized program was conducted in the town of Vesoul and contained lectures and practical training on the problems of organic honey production and marketing - sale, relations with customers, firms and units for direct sale.

An extremely important issue addressed in detail during the training was the certification of the new product. Several meetings with representatives of certifying agencies were held. The possibilities for selling organic honey on the European and world-wide market were discussed too. Of particular interest to our professional beekeepers were the visits to French bee farms for organic honey and the visit to the most popular company for production of beekeeping equipment in France - "THOMAS Apiculture", Orleans. The practical training contained visits to department stores and distributors of organic honey.

The organizers of the program did not forget to encourage contacts with cooperatives representing collective structures for sale. Laboratories for pre-sale analysis and quality control of honey were also introduced to the group.

In the end the participants designed an action plan, stating what measures they need to take in order to apply in their work the acquired knowledge and skills after returning to Bulgaria.



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Participant Training Intervention Status – July to September 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
Albania	0	0	0	10	7	17	1	0	1	0	0	0	0	0	0	0	0	0	11	7	18
- quarter	0	0	0	10	7	17	1	0	1	0	0	0	0	0	0	0	0	0	11	7	18
- cumulative	0	2	2	52	27	79	19	189	380	0	0	0	0	0	0	0	0	0	243	218	461
Bosnia-Herzegovina	8	2	10	0	0	0	35	14	49	0	0	0	0	0	0	0	0	0	43	16	59
- quarter	8	2	10	0	0	0	35	14	49	0	0	0	0	0	0	0	0	0	43	16	59
- cumulative	17	10	27	48	17	65	128	90	218	0	0	0	0	0	0	0	0	0	193	117	310
Bulgaria	28	28	56	12	16	28	2	3	5	0	0	0	0	0	0	0	0	0	42	47	89
- quarter	28	28	56	12	16	28	2	3	5	0	0	0	0	0	0	0	0	0	42	47	89
- cumulative	84	82	166	62	61	113	49	37	86	0	0	0	0	0	0	0	0	0	195	170	365
Croatia	0	0	0	15	11	26	0	0	0	0	0	0	0	0	0	0	0	0	15	11	26
- quarter	0	0	0	15	11	26	0	0	0	0	0	0	0	0	0	0	0	0	15	11	26
- cumulative	13	13	26	80	52	132	195	145	340	0	0	0	0	0	0	0	0	0	288	210	498
Macedonia	15	12	27	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	15	18	33
- quarter	15	12	27	0	6	6	0	0	0	0	0	0	0	0	0	0	0	0	15	18	33
- cumulative	51	37	88	33	31	64	33	26	59	0	0	0	0	0	0	0	0	0	117	94	211
Romania	6	10	16	16	16	32	287	205	492	0	0	0	0	0	0	0	0	0	309	231	540
- quarter	6	10	16	16	16	32	287	205	492	0	0	0	0	0	0	0	0	0	309	231	540
- cumulative	24	18	42	33	34	67	667	417	1084	0	0	0	0	0	0	0	0	0	724	469	1193
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	17	13	30	40	40	80	0	0	0	0	0	0	0	0	0	0	0	0	17	13	30
TOTALS	57	52	109	53	56	109	325	222	547	0	0	0	0	0	0	0	0	0	435	330	765
- quarter	57	52	109	53	56	109	325	222	547	0	0	0	0	0	0	0	0	0	435	330	765
- cumulative	206	175	381	508	412	920	123	914	2167	0	0	0	0	0	0	0	0	0	1397	1064	2461

Kudos

- After the completion of a US training program on Tax Appeals, through which the Bulgarian tax department responsible for citizen complaints and problems learned about the US manner of dealing with tax complaints and appeals, two grateful and promising follow-up messages were received by WL/Bulgaria. Mr. Mladen Mladenov, Director of Appeals in the Bulgarian Tax Directorate, wrote, "We are working ... on practical application of some of the solutions and scenarios that we learned about in the US – changes in legislation, internal organization, and introduction of new legal institutions that are unfamiliar to the legal system." And Mr. Warren Kuhler, the Resident Advisor in Bulgaria for the US Treasury, wrote, "As a direct result of this training endeavor the Bulgarian Tax Directorate, which is exploring ways to modernize and streamline their system, has selected several of the Alternative Dispute Resolution programs for the possible inclusion in the Bulgarian tax system. They are also considering the creation of a Bulgarian court, similar to the US Tax Court, which would specialize in the handling of tax-related cases."
- Following successful training in business development skills for Roma, program participant Mr. Todor Pakov sent World Learning a poem out of gratitude:

The day has come
To thank Uncle Sam,
And to the kind hosts from Dobrich we owe this:
To feel what a businessman is!

Programming Highlights

U.S. Training

World Learning trained 109 participants in 15 programs this quarter. All of the US-based programs were awarded to providers through a thorough review 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 site visits.

Improving the Judiciary System

Court administration as a profession is only beginning to take root in the CEE. Court management teams, composed of chief judges and court administrators, are essential to the operation of modern courts. In an effort to meet USAID/Bulgaria's Strategic Objective of improving the judiciary that better supports democratic processes and market reforms, the Mission funded several judiciary-related programs this quarter.

- Three consecutive court administration programs provided Bulgarian court administrators and judges with knowledge about the various components of court administration and well-balanced court management teams. Participants observed best practices through interactions with US courts and observed well-functioning court management. These programs were implemented by the National Center for State Courts (NCSC), in Williamsburg, Virginia. While in Washington, all three groups visited the DC Superior Court, the Administrative Office of the US Courts, the US District Court, and the US Supreme Court.

The first program took place in Washington, DC and Portland, OR. After spending time in Washington visiting the above-mentioned courts, the group traveled to Portland for the Annual Conference of the National Association for Court Management (NACM), where they attended sessions on citizen feedback, information technology, and court leadership. Site visits to the state and federal courts in Portland gave participants insight into court policies, and how the work is organized.

The second program took place in three cities: Williamsburg, Washington, DC, and Cleveland, Ohio. In Williamsburg, the group received an overview of the structure and history of the state courts. They also heard presentations on case management and court proceedings. The group went to Ohio and visited the Ohio Supreme Court, the Administrative Office of the Ohio Courts, and the Ohio Judicial College. They met with Chief Justice Thomas Moyer and learned about the relationship between the chief justice and the state court administrator.

The third program, comprising representatives of the Supreme Judicial Council, took place in three cities: Williamsburg, Pittsburgh, and Washington, DC. In Williamsburg at NCSC, the group received an overview of the structure and history of the state courts. They heard presentations on managing caseload and trial court performance, and visited Courtroom 21, the world's most technologically advanced courtroom. The group traveled to Pittsburgh and met with the Honorable D. Brooks Smith at the US District Court. The group also had a chance to visit the Court of Appeals in Annapolis, Maryland, where they were able to video while cases were proceeding in the court. The Supreme Court visit allowed participants to compare the number of cases to the caseload at one of their own Supreme Courts, which is overloaded with delayed cases. Since all cases in Bulgaria reach the Supreme Court, they felt it was necessary to see how the US Supreme Court decides which cases to drop and which cases to hear. The most impressive site visit for the participants was the meeting with the Federal Judicial Center. They were able to see how the Center has two areas of focus: research and education. The concept of having law clerks helping judges resolve small cases was interesting. The participants incorporated many lessons learned into their action plans, such as creating a code of ethics and using different committees, as well as introducing law clerks into the Bulgarian System.

- In an effort to support the Bulgarian Judicial Center, six judicial trainers participated in training at the National Judicial College in Reno, Nevada. This two-week program exposed participants to the latest courtroom technology and training techniques. The participants were instructed in how to develop and deliver training programs upon their return to Bulgaria. They observed model teaching methods, and attended discussions and presentations on the topic. Visits were also made to various Nevada courts, including the District Court and Supreme Court. They found their visits to the Municipal, District, and Supreme Courts of Nevada to be particularly useful. A variety of teaching methods were used, including lecture, role-playing, discussion, and question and answer sessions. The participants were particularly interested in the use of technology as a tool for instruction. They were able to learn about technology that they did not use regularly in Bulgaria, this included the use of PowerPoint. They were able to practice what they learned and use it in their presentations. They particularly liked the idea of videotaping their presentations, allowing them to critique their own performances.

Improving Tax Administration in CEE

Through their training, mid-level Macedonian public officials stand to gain an understanding of, and appreciation for, the organization and operation of the administration of local taxes in a variety of socio-economic and institutional situations.

- A group of Macedonians from the Public Revenue Office and Ministry of Finance, including the Deputy Director General, Counselors, Tax Inspectors, and Regional Managers, attended a program focusing on the role of criminal enforcement in the overall context of tax administration. The group learned about the organizational

structure of the IRS at the federal and state level through visits to the IRS Criminal Enforcement Division, Maryland State Comptroller, Glynco Training Facility in Georgia, and the Atlanta IRS Processing Center. In addition, the participants learned about the structure of the IRS Criminal Enforcement Division; how financial crimes and tax fraud activities are managed; the major areas of financial investigations; relationships between prosecutors and courts; identifying the skills and traits for selecting criminal investigation agents; and best practices in handling financial crimes investigations. During the visits, the participants met with the Chief Counsel, Acting Director, Acting Deputy Chief, and others at the Criminal Investigation Unit, IRS, in Washington, DC. At the Maryland State Comptroller, the group met with the staff member in the tax investigation unit who prepares cases that are sent to the Attorney General's Office for prosecution. In Georgia, the group visited the Federal Law Enforcement Training Center, where they were escorted by one of the agents to meet with the directors and observe training classes and facilities. The group also met with staff at the Atlanta Processing Center and Fraud Detection Center. The participants learned about new and critical topics such as indirect methods of discovery, electronic data extracting, and criteria for potential candidate identification.

The history of assistance to the Bulgarian General Tax Directorate (GTD) goes back a number of years, with very successful assistance being provided in the areas of collection, audit, and security. However, there is no history of assistance having been provided to the Appeals Department and as the GTD gets closer to accession into the EU it is most important that this department become more efficient and effective.

- Eight senior employees of the Bulgarian Tax Administration, General Tax Directorate, and Regional Tax Directorates participated in a two-week training program that taught them how the appeals and legal system within the US Internal Revenue Service works; how the US Tax Court fits into the overall tax administration program; how to identify specific areas of the GTD Appeals Department that might be reorganized to operate more effectively; and how to propose and promote legislative action to incorporate desired changes to the Appeals Department organizational structure. They spent the first week being trained by a US Treasury Representative on general principles of the US judicial system and the administrative appeals system. The second week consisted of meetings with members of the District Counsel at the Internal Revenue Service; with Judges Swift and Panuthos at the US Tax Court; and a tax law professor who directs the American University Federal Tax Clinic. The highlight for the group was a visit to the US Tax Court. Permission was received to observe a motions hearing session.

Effective Fundraising Techniques

Promoting long-term sustainability of NGOs through the mobilization of local resources by incorporating income-generating activities into the organization's mission was one focus for Macedonia this quarter.

- Thirteen representatives of civil society organizations in Macedonia were brought together for a two-week training program in fund-raising, developed by PeopleWork in Albany, New York. The organizations represented were partners in the Democracy Network Program. They represented interests as diverse as environmental protection, women's rights, domestic violence, animal welfare, and the rights of the mentally ill. PeopleWork, partnering with the Center for Women in Government and Civil Society, developed a program tailored to include the wide-ranging interests of the group. Site visits, chosen to reflect the interests of the group, were arranged at such Albany-based organizations as the Girl Scouts, Equinox Youth Shelter, Environmental Advocates, the Center for the Disabled, and the United Way. The program featured specific skills training such as fund-raising strategies, marketing skills, developing a comprehensive business plan, and creating collaborations. Training was interactive and participatory, and included such techniques as role-playing exercises; other sessions included tours and meetings with boards of directors of CSOs. Evenings often concluded with fund-raising events (Association for the Protection of Animals, Animal Shelter, etc.). The participants returned to Macedonia with numerous new strategies to aid their fundraising efforts, including door-to-door campaigns, direct mail, major gifts, creating a database of donors, and special events.

Improving Primary Health Care Services

Romania continues to work toward the improvement of community-based child welfare services. Attention must focus not only on policies, legal issues, and protective services regarding child abuse and neglect, but also the coordination between the federal, state, and county governments and child welfare services.

- Employees from the Romanian National Authority for Child Protection and Adoption attended a program coordinated by the American Humane Association (AHA). The program addressed issues such as functional partnerships, standards, procedures, and community-based child welfare services. In addition, the group attended the International Society for the Prevention of Child Abuse and Neglect (ISPCAN) conference in Denver, Colorado. During the conference, the participants conducted a presentation to attendees on the child welfare efforts in Romania. They attended sessions on topics such as building systems to respond to maltreated children, medical evaluation and treatment, children's advocacy, research findings, historical perspectives, and international policy issues. The tailored component, provided by AHA, gave an overview of both US policy framework and the Colorado child welfare system. In Denver, they visited the Denver County Department of Human Services Activities, a family crisis shelter, a telephone help-line center, and Urban Peak Colorado Christian Home. The group also traveled to El Paso County for site visits and meetings focused on partnerships with community-based organizations that addressed child care, domestic violence, adoption planning services, and kinship care alternatives for children in need of out-of-home care.

Local Government Responsiveness

Developing tools and mechanisms to provide feedback to citizens is key to strengthening local governments.

- Twelve participants from various municipal administrations in Bulgaria including five mayors, four chief finance officers of municipalities, a city council member, a city council chair, and a representative of the National Association of Municipalities in the Republic of Bulgaria (NAMRB), participated in a two week program conducted by International Training and Consulting (ITC), based in Tucson, Arizona. ITC allowed participants to study mechanisms used by various municipalities to share information with, and offer feedback to, citizens on how their local taxes are spent; to gain a better understanding of the interrelationships among local governments, citizens, and NGOs, as related to information-sharing; and to strategize about initiating reform in Bulgaria. Site visits included numerous meetings with Tucson City Hall officials, including the mayor; the City Manager and Assistant City Manager; Director of the Office of Budget Research; the City Auditor; the Assistant County Assessor; and meetings with a neighborhood association and a citizen watchdog group. The participants felt confident that many of the ideas they were exposed to will be applicable at home, either directly or indirectly through modification. Neighborhood associations, for instance, a concept not well established in Bulgaria, can be used to develop a municipal strategic plan. One idea they supported was encouraging dialogue with citizens concerning general city problems to promote citizen activism on city development decisions. Another means of drawing citizens into the governing process is through the use of watchdog groups. The group with whom they met shared its experience concerning resolution of specific problems and how they were handled. Given the transitional nature and structure of civil society in Bulgaria, the participants felt that watchdog groups, who currently involve themselves mainly in environmental issues, e.g., hazardous wastes, will continue to grow in Bulgaria.

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 activity during the fourth quarter of FY2002 involved 109 (56 male and 53 female) participants, trained in Belgium, Ireland, Poland, Spain and Switzerland.

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. A procurement process is used to ensure the high-quality, cost-effective training.

Municipal Marketing for Bulgarians

The training was organized in Ireland and Poland for municipal employees responsible for attracting economic development. In both countries, the participants had the opportunity to observe municipal marketing strategy in action: approach to investors, work with trade fairs and exhibitions, models of industrial parks, and business incubators. The focus was on proactive marketing of a municipality or a whole country region, cooperation among municipalities and, where appropriate, cooperation with the central authorities in promoting a city or a region. The Bulgarians went to Poland because it is one of twelve candidates for EU membership, and has proved to be an excellent model in introducing community-based strategic planning processes focused on economic development. As a member of the EU, Ireland has an excellent track record as well as knowledge and experience in promoting innovative economic development techniques in municipalities.

Global Summit of Women

World Learning participants from Albania, Bulgaria and Macedonia attended this international event organized in Barcelona by the Tides Center. The unifying theme of the conference was to increase business opportunities for women across borders with an emphasis on the integrated European market, exchange of strategy and solutions, deal making, networking and empowerment through the participation of women leaders worldwide. The conference combined sessions on economic best practices among women entrepreneurs with practical skill-building sessions, technology sessions, and other relevant topics. Trade missions were present to foster cross-border business relationships among women. Additionally, the participants had an excellent opportunity to meet people directly involved in this area and to interact with the private sector and government officials active in the areas of women's business, as well as officials from European government agencies and other relevant institutions.

Vineyard Improvement for Albania in Switzerland

In the past ten years, Albania progressed from being a net exporter to an importer of grapes and wine. To correct the situation, four grape producers and a leading specialist from the National Association for the Production of Grapes and Wine met with industry experts and cultivators in a European grape producing country with small family holdings in order to see how to improve their production and marketing. Switzerland turned out to be the ideal venue for the participants. The Swiss training provider helped the Albanians to identify modern and low-cost inputs and technology for efficient production, as well as newer, better methods of land preparation, pruning, pest control, and organic methods of cultivation. The Albanian growers met with Swiss counterparts as well as scientists, government and business representatives.



Washington, D.C.

Project Management Activities

Recruitment for the position of Macedonia Country Director successfully concluded, with the hiring of Mr. Patrick Coughlin. Patrick began working in the Skopje office on September 19.

Meetings, Conferences, and Presentations

- July 15-17, World Learning staff from Washington joined field colleagues and USAID staff in Budapest, Hungary for the E&E Bureau 2002 Regional Participant Training Conference. Those attending from Washington included PIDT Program Director Bonnie Ricci, PTP Director Colin Davies, Program Manager Lisa Posner Olocco, Field Services Manager Anita Reichert, and Senior Program Officer Bill Rich. Washington staff presented at the following plenary and break-out sessions: HCD Interventions/Small Grants and E&E Evaluation Protocol (Colin Davies); HCD Interventions/EMT (Bill Rich); Training Provider Selection for In-Country Training (Anita Reichert).
- September 17, Colin Davies and Lisa Posner Olocco attended the START-PTP Implementation Meeting with USAID/E&E. A program file review followed the meeting - no findings were noted.
- September 30, Colin Davies recorded a 7-minute video presentation on Opportunities for Training Providers, directed towards international offices in community colleges. It will be part of a national video-conference on Global Education, to be downloaded to 150 colleges in November.

Training Provider Outreach

The Resource Center coordinated visits to the PTP office from four 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 Connecticut, Institute for Public Service International; US Department of Labor, Bureau for Labor Statistics; San Francisco International Programs; and Management Development Institute, Illinois State University.

Staff Travel

- Following the Budapest conference, Colin Davies made a short visit to the field office in Macedonia, July 20-23. He held several meetings with the staff, on the following topics: reporting back on the Budapest conference; procurement, non-competitive

procurement and sole-sourcing; defining training objectives; pre-departure orientation; TraiNet; use of bulletin-boards for follow-on. In addition he and Afrida Tozieva (who was managing the office in the interim between directors) had several meetings at USAID. They met with Ivica Vasev, Program Assistant, and Alfreda Brewer, Program Officer, to review current and planned activities, and with Cecilia Kenyon, Education Specialist, to discuss the planned training and technical assistance for the managers of vocational education schools. They also met with Julie Ruterboris, the US Consul, to discuss the new regulations regarding visa issuance.

- Olena Gaponenko, Program Officer, traveled to Reno Nevada to conduct an on-site orientation on August 10 for the Bulgarian Judicial Training Program at the National Judicial College. A summary report from her trip can be found in the Appendix.
- Patricia Howe, Senior Program Officer, traveled to Tucson, Arizona to conduct a monitoring visit on September 12 for the Bulgarian Local Government Responsiveness Program training with International Training & Consulting Inc. The program summary report can be found in the Appendix.

Washington, D.C. and Regional Cost Saving Measures

- During this quarter an estimated \$53,530 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- \$15,326 in TCT training costs was saved this quarter as a result of competitive procurement.

Total Cost Savings.....\$68,856

Field Offices

PTP/Albania

For information regarding the most recent training activities for participants from Albania please refer to the status chart on page 32.

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 Specialists Provide More Accurate Information on Social Services to People in Need
The lessons learned from a training program on Municipal Information and Service Centers, that took place in five cities in Bulgaria, are already having an impact back home. One city – Elbasan – has computerized its records, and has set up a client-oriented, one-stop service center. Computerization has also enabled the Ministry of Labor and Social Affairs to respond to requests with much better information.
- Training Helps Albanian Town Hall Involve Citizens More Effectively
The head of the municipal finance department in one city – Erseke – has completely changed the way the budgets are drawn up, following the examples he saw during a training program in Bulgaria. Leaflets are distributed with budget information, meetings are televised and open to the public, and involved citizens and various municipal departments all have an input into the process. As a result citizens have been much more willing to pay municipal fees/taxes and services such as street lighting and garbage collection have improved.

In-Country Training and Follow-on Activities

- The second workshop of a two-phased in-country training in fingerling production took place in July.
- A grant to assist a task force with the drafting of the law and regulations on organic agriculture completed implementation with submission of the draft law to the Ministry of Agriculture and Food for submission to the parliament.
- Three follow-on grants to support activities of local governments were negotiated and began implementation.
- The Swedish company BICON was selected by USAID to establish an insurance training institute and negotiations were in process regarding the contribution of the Albanian Association of Insurers as well as budget support to BICON.
- The Agricultural University was selected to host an agricultural policy conference in the fall.

- The Ministry of Agriculture and Food's Directorate of Food Quality and Inspection requested an extension to submit a proposal to provide training in the use of specialized laboratory equipment for food inspection with the help of an expatriate expert.
- Preparations continued to identify the best approach and pilot site for in-country training to promote family planning and protection against sexually transmitted diseases in rural areas.
- Three of a series of eight in-country workshops were conducted for judges on applying the law on secured financing.
- Preparations continued for the second phase of training for organic agriculture inspectors.

Cost-Savings Measures

- A total of \$690 was saved in reduced M&IE for the 11 participants of the Anti-Corruption in Procurement program in Hungary.

Total Cost Savings.....\$690

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 32.

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:

- **BiH Bank Develops New Role in Payment Operations Due to Training**
A new bank payment system has been introduced, whereby the government's Payment Bureau has been eliminated and commercial banks have taken over. Many were surprised that this transition was completed according to the schedule set by the international community, but a training program at Iowa State University gave a group of senior bankers the knowledge, skills, and confidence to see it through.
- **Training Strengthens Skills in BiH Private Business Management**
Following her training in Zagreb and Bucharest, a woman business owner was invited to give presentations at the Women Entrepreneur Workshops. She has also been selected by the Social Democratic Party to run for office as cantonal (regional) governor.

Media Coverage

- According to the newspaper *Oslobođenje* on July 3, a ceremony on the occasion of the 2nd anniversary of Brčko District took place in Sarajevo, during which the Brčko District Development Strategy for the period 2002 - 2006 was presented. The strategy defines goals, development priorities, projects and financial needs, and the general vision of Brčko District through 2020. Mr. Siniša Kisić, Mayor of Brčko District and participant in the US program on Training and Professional Development for Local Government Officials of Brčko District and the in-country training program in Personnel System Management in 2001, commented that the Brčko District has had good results in the enforcement of minority return.
- The newspaper *Dnevni Avaz* reported on July 31 that the National Assembly of Republika Srpska appointed Mr. Miodarag Simović as the judge of the BiH Constitutional Court. Mr. Simović was a participant in the Legislative Drafting Institute training program held in New Orleans, Louisiana in June.
- The independent newspaper *Nezavisne novine* out of Banja Luka reported on July 10 that it has opened its own printing house. This is the first private printing house in the Republika Srpska and was officially opened by US Ambassador Clifford Bond. The building of the modern printing house was supported by USAID with one million KM in commercial loans. The rest of the money (1.3 million KM) was provided through other donors and the investments of *Nezavisne novine*. "Eight years ago, [owner] Željko Kopanja started in Banja Luka an independent weekly magazine *Nezavisne novine*, and later on, a daily newspaper. Besides the difficult economic and political circumstances, the enterprise was developing very fast. The opening of the first private printing house in the RS is an example of the road that independent media should follow" concluded a USAID report. Three newspapers staff members were participants in USAID training: Mr. Anton Kasipović, Marketing Manager, participated in Management and Marketing for Print Media in 1999; Mr. Ragib Ibrahimbegović, Director of Distribution, participated in Circulation and Distribution for Print Media in 1999; and Mr. Alen Džinić, World Column Editor, in Corporate Governance for Journalists in 2000.
- *Oslobođenje* reported on September 11 that Mrs. Azra Hadžiahmetović (a participant in the training program on Effective Parliamentary Committees in 1999), BiH Minister of Foreign Trade and Economic Relations, and Ms. Rini Suwandi, Indonesian Minister of Trade and Industry, signed a commercial treaty between Bosnia and Herzegovina and Indonesia. In order to improve the economic cooperation the two countries will establish a Common Commercial Committee.

In-Country Training and Follow-on Activities

- Training, Testing and Certification Scholarship Program, Course 1, Group 1, was held during the period April-June, with the final exam held on August 30. The training provider was the Association of Accountants and Auditors of the Republika

Srpska, BiH. The training and the exam were held in Banja Luka and 31 participants took part. The course consisted of 3 to 6 hours of lectures per week, on evenings or weekends, over a three-month period. The goal of the program was to provide scholarships for the participants (practicing accountants and auditors who are already licensed) to attend training, testing and certification courses in the Republika Srpska and upgrade their skills, so that they would qualify for re-certification.

The content and methodology of Course 1 (Accounting –Introduction) closely followed the content and methodology that were adopted by the universities in Bosnia and Herzegovina as part of the USAID Private Sector Accounting Reform Program and included the books and other course materials being used in the universities, with supplementary materials as needed. Presentations were practical and flexible with ample opportunity for questions, answers and synthesis throughout. An exam was given at the end of the course. After completion of required courses, the Association of Accountants and Auditors will award participants with certificates. The in-country training continued with new groups of participants for Course 1 and Course 2 (Cost Accounting) in September.

- In-country training in Water Environmental Issues - Waste Water Treatment, consisting of six workshops, continued in September with the last three workshops. Workshop D was held on September 2-5 in Trebinje (7 participants), workshop E on September 9-12 in Ljubuski (14 participants) and workshop F on September 23-26 in Gradacac (12 participants). The goal of the program was to provide skills and knowledge to the participants about the role of government and/or local authorities in environmental management, wastewater treatment and water conservation. In addition to classroom training and site visits, participants will have the opportunity to receive follow-up assistance to clarify issues with the training provider and each other via an e-mail group maintained by the training provider until the end of this calendar year. The training provider is Hydro-Engineering Institute Sarajevo.

Noteworthy Events

- Country Director Michael Wenzler attended the E&E Regional conference in Budapest, July 15-17. Following his return to Sarajevo, Michael organized presentations for two of the three SO teams, with over 50 USAID technical staff, contractors and grantees in attendance. The two presentations covered the PTP program in general, HCD and training-related interventions in particular, and outlined the areas where PTP could support other programs. Response from the attendees has been strong, with the PTP office having received numerous draft requests and proposals in the two weeks following the presentations.
- On August 28, the US Government, through USAID, opened an information center (InfoDom) in Visegrad. US Ambassador Clifford G. Bond, USAID Democracy Officer Michael Henning, InfoDom Manager Mila Gracanin, and others attended the event. With the Visegrad Information center, a total of seven information centers were opened by the end of August in the Republika Srpska. Earlier this year, USAID

opened information centers in four communities in West Herzegovina. Managers of the information centers, or telecottages, were participants in two USAID/World Learning training programs: *Telecottages in Rural Environment I and II*, organized in 2001 and 2002.

- The US Government and USAID donated 12 million dollars for the implementation of the Financial Information Management System (FIMS) Project. FIMS was signed by the FBiH Ministry of Finance and Cantonal Ministries of Finance. This project is important not only because it will ensure efficient and transparent management of public finances in the Federation of BiH, better financial supervision and decreased frauds with funding, but also because it will meet the requirements of the International Monetary Fund and other international financial institutions.
- The US Government donated an additional amount of \$5,575,000 to the BiH Council of Ministries by signing the Amendment to the Agreement on Assistance to Law Enforcement between the US and Bosnia and Herzegovina, signed last year. This amount represents additional support for establishment and assistance to projects for the improvement of staff, services and institutions for BiH law enforcement. Out of the total additional amount, \$865,000 will be allocated to the State Border Service that has recently taken control of the whole BiH border. Although the details of the grants are not yet available, it is very likely that many past participants and their respective agencies and ministries will benefit from the new monies.
- Allan Stansbury, trainer for the in-country training program for Government Divisions of Brcko District/ Personnel System Management held in 2001, returned to Brcko District to provide follow-up. It has been Mr. Stansbury's third trip to Brcko since the completion of the program last summer. As a follow-up to last summer's training, Mr. Stansbury has been engaged by DMT-District Management Team, a USAID project in Brcko, to complete a Budget Manual and organize DMT close-out seminars for Brcko District Government. The goal of this project is to train department heads and division heads of Brcko District Government as to how they can continue without DMT.
- John Doane, trainer for the in-country training program for Government Divisions of Brcko District / Asset Management and Capital Budgeting held in 2001, has returned twice to Brcko since the program's completion. The purpose of his second visit to Brcko in August was to work with DMT on the re-organization of the Public Works Department of Brcko District Government and to finalize the Solid Waste Report - Sanitation Project with Brcko Government Utilities Department.

PTP/Bulgaria

For information regarding the most recent training activities for participants from Bulgaria please refer to the status chart on page 32.

Success Stories

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

- **Changing Public Attitudes in Bulgaria about Keeping Money in Banks**
A returned participant from a US training program used a small grant to conduct surveys and focus groups on the subject of public awareness of the benefits and limitations of the recently-established Deposit Insurance Fund. The survey findings, together with the information gained from the US training, will go into the design of a public relations campaign, with publications and a web site.
- **Roma Business Training Leads to Grant Awards in Bulgaria**
Three members of the Roma community followed their In-country Training program in small business development by applying successfully for small grants, two to establish food-production enterprises, and one to open a public Internet hall in a disadvantaged Roma neighborhood.
- **Greater Environment Consciousness Raised in a Bulgarian Community**
The mayor of a small town, who had attended a US training, used a small grant to involve the town's youth in a clean-up campaign. She established an Environmental Youth Center, through which the teenagers have cleaned up schools and local parks, and also organized a tree-planting program (99 trees have been planted). A public awareness campaign, that included essay and drawing competitions, has also proved popular with the town's young people.
- **Grant Funds Skill-Building Opportunities for Tomorrow's Bulgarian Leaders**
A small grant has been used to establish an innovative School of Social Skills, including development of instructional materials and training for young people in social, behavioral, communicative, and leadership skills. After a weeklong training-of-trainers program on the Black Sea, several social skills courses were held throughout the country, and the success of these grant-funded courses will mean self-sustainability through course fees in the future.

Staffing

- Denitsa Mincheva Angelkova left her position as Senior Finance Assistant in order to join her husband in the US.
- Miglena Mladenova was promoted to the position of Finance and Program Assistant after more than a year as Administrative and Program Assistant.

- Margarita Issaeva joined WL/Bulgaria this month as Administrative and Program Assistant following recent work for another USAID project in Bulgaria.

Media Coverage

Ms. Ralitsa Againe, Member of Parliament and participant in the program Economic Commission: Venture Capital Legislation (US, June 15 - 29, 2002) is the subject of an extensive interview that appeared in the July 21 issue of the daily newspaper *Trud*. Among many other topics, Ms. Againe discusses the debate in Bulgaria about whether MPs should be allowed to be absent from voting sessions and designate the votes to peers. Drawing on her experience from her US training, Ms. Againe says, "In my view the current procedure in Bulgaria allowing the right to vote to be designated to other MPs must change. Recently I had the opportunity to visit the US Congress, where voting with another person's card could lead even to imprisonment. Normally, the system in the US is organized in entirely different manner, which enables the congressmen to participate in commissions' sessions while Congress sessions take place. However, they are able to exercise their right to vote. Before a voting session is declared open, the congressmen are summoned from all premises and halls of the US Congress via special bells and red lights signaling that their presence in the plenary hall is required within fifteen minutes. Thus they have time to approach the hall in time and cast their vote."

In-Country Training

July 1-5, trainers from the State University of New York, Albany conducted seminars for the staff of the Parliamentary Information Center (PIC) and the Research, Analysis and Forecast Department (RAFD). Training aimed at strengthening the two institutions brought into the Parliamentary Research and Public Relations Directorate as a result of recent restructuring.

Noteworthy Events

For the third round of the small grants program in Bulgaria, 51 proposals were submitted by the deadline of August 10. This represents a substantial increase from the two previous rounds, where 29 proposals were submitted in each case. 13 of the proposals were from Roma business people who had participated in the Roma Business in-country training in March. A total of 18 grants were approved by USAID for implementation.

World Learning lost a dear friend and colleague during September with the death of Christina Kyuchukova, Program Manager for World Learning Bulgaria. Countless friends and partners were and continue to be shocked and saddened. Those interested in contributing to a special fund for her son Boris, who is 10, should feel free to contact Matt Brown or anyone else in the Bulgaria office for more information.

Cost-Savings Measures

- \$186 was saved on airfare for the Pension Internships group
- \$1,254 was saved on airfare for the Judicial Training group
- \$1,930 was saved on airfare for the Tax Appeals group
- \$2,860 was saved on airfare for the Court Administration Management Team B group
- \$2,360 was saved on airfare for the Court Administration/Supreme Judicial Council group
- \$3,000 was saved on airfare for the Local Government Responsiveness to Citizens group
- \$9,995 was saved on airfare for the Municipal Marketing group
- \$1,564 was saved on airfare for the Port/Airports Concessions group
- \$4,172 was saved on reduced M&IE for the Municipal Marketing group
- \$660 was saved on reduced M&IE for the Ports/Airports Concessions group

Total Savings.....\$27,981

PTP/Croatia

For information regarding the most recent training activities for participants from Croatia please refer to the status chart on page 32.

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:

- Trainee in Political Communication Appointed Deputy Prime Minister of Croatia
A member of parliament who took part, together with colleagues from the 6 main opposition parties, on a US training program on improving communication with voters, was recently appointed Deputy Prime Minister. He has also offered his services as a resource on in-country political training programs.

Staffing

Mr. Enver Rakovic's contract as Finance/Administrative Assistant expired on Sept 27 and was not renewed. A new Finance Assistant will be coming on board in October.

Media Coverage

A weekly magazine called *Poslovni tjednik* (a business weekly) published an article on July 16 by a former participant, Ms. Sanja Zelinski-Matujec, the Assistant Minister for

Crafts, Medium and Small Enterprise. The article mentions the topics covered during the June small business agency study tour to Ireland. A translation of the article can be found in the Appendix.

Noteworthy events

The Small Grants Committee selected 11 grants for implementation out of 21 proposals submitted. A workshop was held on September 12 and all grantees were present. The Small Grants Management Kit was thoroughly explained and discussed along with budget issues. USAID and WL decided to offer the five used WL-TRANSIT Pentium computers to five of the grantees who applied for them. The first grant will start on November 1.

PTP/Macedonia

For information regarding the most recent training activities for participants from Macedonia please refer to the status chart on page 32.

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:

- **Macedonian CSO Makes Strides in Volunteer Recruitment and Fundraising**
The president of an environmental association has reported some major successes since his return from training in Florida. The association has increased its membership, and the number of volunteers, and is working cooperatively with several other NGOs. A very successful fundraising auction was held, organized by 30 volunteers. And the recently established Citizens Committee has drafted a strategy on water resource management.
- **Volunteer Recruitment Training Results in Manual for Macedonian CSO**
A group of participants who trained in Florida on recruiting, training, and motivating volunteers have just written and published the country's first Manual of Volunteerism. It will be made available to civil service organizations in print format, and on the internet in a downloadable file.

Staffing

Patrick Coughlin began as World Learning/Macedonia Country Director on September 19. Patrick worked for World Learning in Europe previously as the first Third Country Training Coordinator in 1995-1996. World Learning wishes a fond farewell to outgoing Country Director Anne Atkinson, who made many contributions to the project over the last two years.

Media Coverage

- An article was published in the Polish monthly *Mieso* in June entitled, "Macedonians in Lukulus" regarding the USAID sponsored training for the Association of Private Meat and Dairy Processors of Macedonia. The goal of the visit was for the Macedonian meat processors to establish new contacts with Polish tradesmen and women, gain information relevant to the meat processing industry, and exchange experiences with their Polish counterparts. The Macedonians visited Polish meat processing companies, trade firms, and slaughterhouses and spent two days at the PolFood fair in Gdansk.

In the June 18 edition of a local newspaper in Poland the delegation was mentioned again in an article entitled, "They want our beef - Macedonians in Vlostivo." "A twelve member group from Macedonia arrived in Poland as part of a World Learning program," said Piotr Korpis, program coordinator from the Center for Promotion and Entrepreneurship in Sandomierz. "Our guests are involved in the meat processing industry and visited a few cities in Poland including Sandomierz, Kharkov, and Gdansk. As part of the program they visited and met with private producers, and tradesmen and women."

- According to an article in *Utrinski Vesnik* on August 12, Zorica Apostolovska, a longtime manager of the pension reform project and participant in a US training program in Social Insurance Policy in 1997, was appointed director of the Pension Agency, a key organization of the new triune pension system. Establishing the Agency and appointing its director is the first step to instituting the capital-financed pension fund, formation of private pension funds, choosing monitoring banks, and formation of other supporting institutions.
- *Aid to Artisans – Special Edition Summer 2002: Global Artisans Profiles*, in an article titled "Macedonian artisan transitions from embroidering wedding dresses to embroidering home furnishings," features two former participants, Jelica Lazareska and Ana Pacemska, who attended Aid to Artisans' (ATA) Market Readiness training held in the US from August 5 to August 16. A copy of the article can be found in the Appendix.
- Ms Ana Pacemska was also featured during the September 26th broadcast of *Utrinsko Ogledalo* (Morning Mirror), a program on Macedonian National Television. During the program, she and the Chief of Party of Aid to Artisans in Macedonia, Ms. Jean Johnson, presented several organizations that are helping the growth of handcraft entrepreneurs in Macedonia. They then talked about the training program in which they had participated in the US during the period August 7-16. They discussed the unique opportunity that had been given to three Macedonian handcraft entrepreneurs while attending the New York International Gift Fair. During the fair, the entrepreneurs acquired a better understanding of American customers, their needs and trends, in order to develop successful, follow-on export activities. Ms. Pacemska stressed that this training was extremely useful for all of them. More particularly, they

found American concepts and techniques of designing, marketing, exporting/importing and pricing of handcrafts most valuable.

Noteworthy Events

The Parliamentary elections that were held on September 15 were assessed as fair and democratic. The elections were won by the opposition coalition "Za Makedonija" who will establish a new Government together with the newly founded Albanian party "Democratic Union for Integration". Four women proposed for MPs, who were TRANSIT participants, i.e., Ms. Liljana Popovska, Ms. Eleonora Petrova-Mitevaska, Ms. Ilinka Mitreva and Ms. Radmila Sekerinska, will now be sitting in Parliament; some of them may possibly hold ministerial positions in the future.

Cost-Savings Measures

- \$480 was saved by administering CEPA tests in-house.
- \$5,600 was saved on special market airfares for the Special Investigation Unit at PRO program
- \$95 was saved in translation costs for in-house translations of IRS documentation for the Special Investigation Unit program and for materials for the Market Readiness training program
- \$69 was saved in visa costs since the participants going to the Global Summit of Women had Schengen visas
- \$176 was saved by obtaining a group Swiss visa for 13 participants in the Fund-Raising and Self-Finance Training in the US
- Group airfare for the same group yielded a discount of \$5,616
- By translating materials in-house for the Fund-Raising and Self-Finance training program, \$125 was saved
- For the Conference on Medium Term Economic Assessment, \$381 was saved on hotel accommodations for one participant whose housing costs were covered by the conference organizer.

Total Savings.....\$12,542

PTP/Romania

For information regarding the most recent training activities for participants from Romania please refer to the status chart on page 32.

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:

- Romanian Water Users Association Rehabilitates Irrigation Systems
Following a complete reorganization by its president, the Water Users Association has reported an increased membership of 50%. The bylaws were updated, and weekly meetings are now held. This year members reported that more effective irrigation has resulted in crop harvests of double the previous year's.
- Romanian City Achieves Great Citizen Participation Through Training
City Hall in the town of Guirgiu now involves the local community in identifying problems and finding solutions. Four participants who trained in Poland act as facilitators between citizens and councilors, regular public meetings are held in public places like parks and cinemas, and town council meetings are now open to the public. "What I especially appreciated about the training," said one of the participant/facilitators, "were the clear documented examples, applicable to Romania."
- Returned Romanian Participants Organize First National Conference of IT Specialists in Public Administration
Upon their return from training in Pittsburgh, a group of IT Specialists in Local Administration formed their own association. In the past two years the association has tripled its membership (to 105), opened an office and hired full-time staff, and developed software and training programs for its membership. Recently the association- ANIAP - launched its web site < www.aniap.ro >, and held its first national conference, bringing together IT specialists, software manufacturers, and other interested organizations and associations.

Media Coverage

A press conference was held about the launch of nine small grants related to the Corporate Social Responsibility program. The press conference was attended by Fred Kirschstein, Peter Tagge, Corina Mararu, Mihaela Popescu, and Cati Vasile (all from USAID/Romania), CristianAndricuic (World Learning), private companies, and grantees. The following television stations and newspapers were present: Prima TV, TVR1 (National TV Station), Antena 1 TV, *Romania Libera*, *Evenimentul Zilei*, *Adevarul*, and *Capital*.

In-Country Training

- Training in Local Policy Development consisted of three workshops, all taking place in Busteni on June 17-21, June 24-28, and July 1-5. Twenty participants attended each workshop, and another took place in September.
- Transparency in Administrative Activities was a one-day event replicated in four cities: Sibiu on July 1; Oradea on July 3; Pitesti on July 4; and Buzau on July 8. The total number of participants who attended the training was 50. IRIS Center Romania delivered the training, with the following objectives: assimilation of detailed implementation information on new transparency procedures pertaining to

administrative acts and regulation creation; distribution of regulations prior to enactment and mechanisms for meaningful public review and feed-back; development of flexibility analysis and cost benefit analysis for new regulations; and dissemination of information and results of new transparency procedures' implementation so that knowledge of such practices is widespread and acknowledged by other local authorities, press and political elites.

- Financial Markets with Controlled Risk was attended by 65 participants in Paltinis, Sibiu county, on July 11-12. The objectives of the training were to present the derivatives market as a better management solution of the risks generated by the currency or capital market operations, as well as of the risks generated by grain trading; to present and analyze the mechanisms and systems of direct access on these markets; and to establish better risk management solutions for the current market. The seminar was coordinated through the BMFMS (Bursa Monetar Financiara si de Marfuri din Sibiu).
- Disability Assessment #1 took place in Sinaia, Aug 1-3. The objectives of the seminar were to develop an assessment for children with disabilities and design the assessment as part of a plan to close the "caminele-spital" (shelters / hospitals for children with disabilities). A group of 16 people was selected in cooperation with UNICEF Romania to work on these objectives. A second seminar was held September 9-10 in the same location to finalize the design and the components of this plan.
- In-country training in Pediatric Surgery took place in Iasi at the Cardiology Center, August 30- Sept 14. The objective of the seminar was to discuss volunteer open-heart procedures. A group of 7 trainers/surgeons from the US traveled to Iasi for this event.
- Child Welfare for Mayors and Social Workers was held in Busteni, September 16-20, for the mayors selected from Mehedinti County, and September 23-28 for the social workers from Mehedinti County. The training objectives were to learn the legislative framework; understand the child protection system and the relationship between the authorities, central and local, their responsibilities and rights; learn about the community social framework; and to create community services for families. "Pentru Copiii Nostri" was the training provider.
- The United States Energy Association coordinated a program on CHP Privatization in Sinaia, September 17-18. The training provided ideas for establishing a privatization strategy for the CHPs and proposed appropriate instruments for this privatization. At the conclusion of the training event, trainees were to be able to understand the CHP privatization process; decide on the right instruments to be used in this process; and find solutions for the most important privatization issues. This workshop was part of a series of events. A study tour and a high level seminar on power sector generation privatization issues will complete the training activity.

Cost-Savings Measures

- \$1,285 was saved on lodging and per diem for the training program in Local Policy Development
- \$2,455 was saved on lodging and per diem for the training program in Transparency in Administrative Activities
- \$1,817 was saved on lodging and per diem for the training program in Financial Markets with Controlled Risk
- \$2,400 was saved on lodging and per diem for the Disability Assessment

Total Savings.....\$7,957

APPENDIX

- End of Program Summary Report from Olena Gaponenko's exit evaluation in Reno, Nevada with the Bulgarian Judicial Training group
- End of Program Summary Report from Patricia Howe's exit evaluation in Tucson, Arizona with the Bulgarian Local Government Responsiveness group
- Article from *Poslovni Tjednik*, July 16, 2002, "Unlike the Croats, the Irish are following the National Development Program even when the Government falls"
- Article from *Aid to Artisans – Special Edition Summer 2002: Global Artisans Profiles* – "Macedonian artisan transitions from embroidering wedding dresses to embroidering home furnishings"

**World Learning END OF PROGRAM SUMMARY REPORT
USAID/E&E Regional Participant Training Program (PTP)**

Name of Program: Judicial Training
Country: Bulgaria
Date and Place of Exit Evaluation: 8/23/02 Reno, NV

Training Provider: National Judicial College
Program Dates: 8/10/02 - 8/24/02
Number of Participants: 6

1. Program location and description:

This program served to address USAID/Bulgaria's Strategic Objective # 2.2: "An improved judiciary that better supports democratic processes and market reforms."

This training was designed to support the Bulgarian Judicial Center. The participants were instructed in how to develop and deliver training programs upon their return to Bulgaria. They observed model-teaching methods, and attended discussions and presentations on the topic.

The training was organized and facilitated by Peggy Vidal and Lise Mackie of the National Judicial College in Reno, Nevada. There, the participants were exposed to the latest courtroom technology and training techniques. Visits were also made to Nevada courts, including the District Court and Supreme Court. Judge Karen Hunt was the key trainer of the program. She was joined by William Munson and various other judges and trainers from the NJC network of instructors. Peggy Vidal assisted the participants in the development of their action plans.

2. Participant program assessment:

The participants were very pleased with the training. They felt their objectives and expectations were met and that the training was at the appropriate level. The group found the schedule to be well balanced between theory and practice. Moreover, they all felt their site visits were useful. They found their visits to the municipal, district, and supreme courts of Nevada to be particularly useful.

All of the trainers knew who they were. Some trainers went out of their way to learn more about them, becoming familiar with their resumes. The group was impressed by the quality of instruction - especially from Judge Karen Hunt. They felt her teaching methods were very engaging - involving the entire group. A variety of methods were used including lecture, role-playing, discussion, and Question and Answer sessions.

The participants were particularly interested in the use of technology as a tool for instruction. They were able to learn about technology that they had not used regularly in Bulgaria - this included the use of PowerPoint. They were able to practice what they learned and use it in their presentations. They also liked the idea of videotaping their presentations, allowing them to critique their own performance.

Everyone enjoyed the experience America Activities. In addition to Virginia City over their second weekend, they also visited Carson City a few days before their evaluation. The participants said Karen Hunt was great - driving the participants around on her own, taking them to restaurants, and also on some shopping trips.

3. World Learning Program staff assessment:

This training program was successful. Peggy and Lise did a great job organizing the training. Communications between World Learning and the NJC were smooth and the NJC was very easy to work with.

There was a genuine enthusiasm on behalf of the organizers and the participants. Five of the participants developed a group action plan even though their backgrounds were quite diverse. They all made an effort to work as a team throughout the training. One of the trainers, Karen Hunt went out of her way to drive participants to places around Reno when the training day was done.

It was truly gratifying to be able to meet the participants in person during my site visit and attend their training sessions to experience the training in action. It contributed greatly to improving communication between the training provider and World Learning. During the site visit, I also met with a Nevada CIV representative who is very interested in bidding on our future programs.

The National Judicial College, by all accounts, supplied a highly informative and enjoyable program. The interpreters also did a good job and communication between World Learning and Interuniversity went smoothly.

4. Additional Comments

**World Learning END OF PROGRAM SUMMARY REPORT
USAID/E&E Regional Participant Training Program (PTP)**

Name of Program: Local Government Responsiveness	Training Provider: International Training & Consulting
Country: Bulgaria	Program Dates: September 7-21, 2002
Date and Place of Exit Evaluation: September 20; Tucson, AZ	Number of Participants: 12

1. Program location and description:

This program serves to address USAID/Bulgaria's Strategic Objective 2.3: More Effective, Responsible, and Accountable Local Government and Intermediate Result 2.3.3: Local Government Competence is Improved, Participatory Practices are Strengthened.

This program was comprised of 12 participants from various municipal administrations in Bulgaria. Among the group were five mayors, four chief finance officers of municipalities, a city council member, a city council chair, and a representative of the National Association of Municipalities in the Republic of Bulgaria (NAMRB). Their goal is to strengthen local governments in Bulgaria through transparency, and developing tools and mechanisms to provide feedback to citizens on how their taxes are spent.

International Training and Consulting, based in Tucson, Arizona, designed a program that would allow participants to study mechanisms used by various municipalities to share information with, and offer feedback to, citizens on how their local taxes are spent; to gain a better understanding of the interrelationships among local governments, citizens, and NGOs, as related to information-sharing; and to strategize about initiating reform in Bulgaria.

The program took place in different locations over a two-week period, with the training schedule allowing the participants to see the difference in how municipalities of various sizes approach their relationships to both citizens and NGOs, and how they handle issues of information-sharing and tax expenditures and transparency. The locations covered were Tucson (a mid-size city of nearly 500,000), Marana (a small municipality on the outskirts of Tucson with a population of less than 2,500), Phoenix (a large metropolitan area of nearly one million), and Casa Grande (a community of about 20,000).

Site visits included numerous meetings with Tucson City Hall officials, including the mayor; the City Manager and Assistant City Manager; Director of the Office of Budget Research; the City Auditor; the Assistant County Assessor; and meetings with a neighborhood association and a citizen watchdog group. Topics included how to build a citizen-based strategic plan; forecasting, research, and the mechanics of collecting and managing financial information, and the role citizens play in that process; internal and external audits, and how results are made public; the importance of public/private partnerships in getting support for governmental actions; how the community becomes involved in pressing local issues; and others.

In Marana, the participants met with the city's finance director about procurement and transparency. In Casa Grande, the City Manager and Financial Officer discussed managing a small city and fiscal policy and transparency in a smaller city. In Phoenix, the focus was on citizen advocacy (Morris Institute for Justice) and the use of a policy development process as a tool for creating credibility in a community (the League of Arizona Cities and Towns).

Additional activities included case studies using a problematic case in Pima County, in which Tucson is located, requiring the group to identify causes and recommending solutions; and workshops, including an interactive session on management and leadership and a workshop on communication (using it to build credibility among constituents and the government and building coalitions for advocacy).

Added to this were the group's team project, *A Guide to Citizen Participation and Transparency in Government*, a how-to guide that will include sections on the status of citizen participation and transparency in Bulgaria today, observations of this training program, and an implementation plan. The guide is intended to be used by not only the participants, but also their colleagues in Bulgaria. The individual Action Plans will contain what each participant can do in his or her own capacity to attain the implementation of the group project.

Finally, Experience America events included a visit to the Sonora Desert Museum, a living museum in Tucson; a tour of Tucson that included the San Xavier Mission; the Grand Canyon; and Sedona, an artists' colony, and the surrounding area of ancient red rocks.

2. Participant program assessment:

In addition to their own positive attitude, the participants felt that their enthusiasm was matched by their hosts. Nearly every session contained valuable, useful information and ideas, and left a deep impression on the visitors, nearly always a positive one. In particular, those in Tucson city government not only focused time and attention on them, but were also obviously well-prepared for the visits, allowing dialogue on additional topics to take place and giving the participants valuable information outside the scope of the original program.

The participants felt confident that many of the ideas they were exposed to will be applicable at home, either directly or indirectly through modification. Neighborhood associations, for instance, a concept not well-established in Bulgaria, can be used to develop a municipal strategic plan. Another idea they supported was encouraging dialogue with citizens concerning general city problems to promote citizen activism on city development decisions. Another means of drawing citizens into the governing process is through the use of watchdog groups. The one with whom they met shared its experience concerning resolution of specific problems and how they were handled. Given the transitional nature and structure of civil society in Bulgaria, the participants felt that watchdog groups, who currently involve themselves mainly in environmental issues, e.g., hazardous wastes, will continue to grow in Bulgaria.

In order to shape a national policy for increased communication between municipalities and citizens, NAMRB will play a significant role in analyzing the experience of municipalities and disseminating best practices. Since this training was considered a pilot program on citizen responsiveness, the participants will organize and participate in training sessions presenting best practices to municipalities.

To facilitate the dissemination of ideas, the participants are building a series of tasks into their action plans taken from their group project. Ultimately, they recognize that in order to build on conditions created by municipal government to increase citizen participation requires a high level of initiative and energy.

3. World Learning Program staff assessment:

Although thorough planning and creative program design are elements necessary to a successful training program, its ultimate success depends on the motivation and enthusiasm of the group. This was one of the most highly motivated and enthusiastic groups we have had. Although the group's assessment of ITC was extremely positive in terms of their organization and knowledge, the group itself was tireless, laboring over their group project until late into the evening most nights, and occasionally working on a laptop computer in the 15-passenger van on the way to the Grand Canyon. Thus, the combination of a hardworking, motivated group and a training provider who provided expertise, continuity, and flexibility was a happy one.

The World Learning program officer's site visit offered an opportunity to view the program from the participants' perspective and to observe their enthusiasm and cohesion as a group, exemplified by the variety, depth, and number of questions they asked during meetings. They not only plunged themselves into professional activities, they felt privileged to participate in a program that afforded them the chance to view a part of the US that offers some of the world's oldest and most dramatic natural wonders and exposed them to the cultures that pre-dated the arrival of Europeans to North America. It was a striking and valuable counterpoint to the modern, technologically-oriented US culture more familiar to visitors.

4. Additional Comments

En route to Arizona, the participants were unfortunately delayed going through immigration and customs at Dulles International Airport in Washington, DC, their gateway city to the US, and missed their connection, delaying their arrival until the following day. However, they quickly put aside any misgivings they might have had and proceeded to work hard and enjoy the hospitality extended them.

Article published in "Poslovni tjednik (Business week)", July 16th 2002

By Sanja Želinski-Matunec, Assistant Minister for crafts, small and medium-sized enterprises

Unlike the Croats, the Irish are following the National Development Program even when the Government falls

To go on this study-tour was inspired by the Law on stimulating development of small enterprises. It is based on the strategic orientation of Croatia that development of small enterprises can and should be the starter of total economic development. That has been regulated also by forming the Croatian agency for small enterprises (HAMAG), as the legal successor of Croatian guarantee agency.

What will this new agency, HAMAG, be? It should be much more than a guarantee service. We are aware that there is a huge work ahead of us. We have to educate future agency employees, but also the future directors of entrepreneurial centers, which are going to be our right hand in regional development.

In the desire to form a quality agency for small business, which will be financial, educational and advisory service for Croatian business people, few months ago we have requested consulting service and help from USAID (American agency for international development). We had to form the organizational structure and education of employees of the new agency, as well as directors of business institutions.

The Ministry has accepted proposals and invitation from USAID and World Learning (another American agency specialized in educational programs) to study experiences from other countries that have made progress in stimulating small business development, and that few experts from the Ministry, directors of business centers, incubators and development agencies should undertake such a field trip.

There was no need for a long choosing process! As an example of exceptionally good organization of government institutions at all levels, formed to stimulate this area of national economy, Ireland was selected, as a country which has achieved enviable economic growth in the past 10 years in particular because of smart economic policy (tax policy, attracting foreign investments). To this study-tour went 12 representatives from government and business institutions: 4 from Ministry for crafts, small and medium-sized enterprises, 6 from business centers, 1 from the Croatian Parliament and 1 from the Varazdin City Council .

During our stay in Dublin, the capital city, as well as in other larger and smaller economic centers, we understood that we could learn a lot. We understood that the Irish, unlike the Croats, continuously, regardless of changes in Government, are following the National Development Program, which gives long term guidelines of development and the modes of conducting them through. Their coalition governments have achieved in the late '80s consensus with social partners, employers and syndicates. Development program has been accepted, which led to economical boom in the 90ies.

The training program was conducted by Enterprise Ireland, state agency specialized for small enterprises, founded in 1998. In the jurisdiction of this agency, formed by merging 3 specialized agencies, are export oriented small and medium-sized enterprises. which employ 10-250 people. The smallest ones. the ones employing less than 10 people. are under the jurisdiction of local agencies, so called County Boards.

The program of our study trip was designed in such a way that we get the full picture of what and how is done in Ireland to stimulate development of the small. We got acquainted with all institutions connected with small business, starting from Ministry of business, trade and employment, through Enterprise Ireland as state agency, to regional and local development agencies, business centers and educational centers.

Most of the lectures and presentations took place in the offices of Enterprise Ireland in Dublin. Its employees have presented the economic picture of Ireland, agency structure, activities of individual sectors and results in incentive programs. There are also 2 specific regional agencies. One is in the north, in Dundalk, near the border with the Northern Ireland, which is part of UK. The second one is in the north-west of the country, which encompass several counties under the name of Shannon.

We were introduced into the work of agencies connected with Enterprise Ireland. First one is FORFAS (agency dealing with industrial policy and research), IDA (Irish Development Agency, which attracts investments) and FAS (State employment agency).

The deliberated strategy of attracting foreign investments, conducted by IDA, parallel with developing internal economy through Enterprise Ireland, has led to the fact that Ireland is today a country with the biggest increase of BNP in Europe. The average growth in the past 10 years is 8.5%. According to the National development program, it is forecasted the annual growth of BNP of 5.4%, until the year 2006.

What is the key of success of Ireland? The Irish are emphasizing the tax policy (reduction in tax rates) and foreign investments (more than 3,000 companies). Beside that, Ireland is today the biggest exporter of software. Their biggest advantage over us is the language, which they pointed out well-intentionally. In the last few years, Ireland has been screaming for expert working force. It has successfully transformed from the country out of which thousands of people have emigrated, due to poverty and impossibilities to find jobs. A lot of Irish people have grown up in emigration (USA and Australia), but after completing their education have returned to Ireland and stayed.

Information we received in Enterprise Ireland, as well as from other institutions, are valuable experience which we will try to implement into organizational plan of Croatian agency for small enterprises. However, the structure of the Irish agency cannot be copied into Croatia, because the two countries, even though of similar economic development (Ireland 10 years ago and Croatia today) still differ.

The basic principles, and that is the regional cooperation, this Ministry has supported from the beginning. The similarity is visible also in supporting the enterprises at all levels and relevant areas. By that I mean financial and "soft" support, education, consulting services, marketing and structural parts that should follow the strategic branches of economy (export, tourism, new technologies).

Aid to Artisans – Special Edition Summer 2002: Global Artisans Profiles –
“Macedonian artisan transitions from embroidering wedding dresses to
embroidering home furnishings.”

Jelica Lazareska is a high-energy entrepreneur who makes traditional hand-embroidered wedding costumes, mostly for local weddings. Her costumes rely on traditional Albanian and Macedonian patterns and the skilled efforts of 10 Albanian women who painstakingly hand-embroider each custom order with *srma*, shiny gold thread.

Lazareska uses materials from throughout Europe: cotton velvet from Turkey; wool suiting from Italy; and gold and silver jacquard ribbon from France, to name a few. All of what she sells is made to order and most is done by hand.

ATA [Aid to Artisans] is currently working on new designs that blend Macedonian and Albanian tradition with a contemporary flair. As Keith Recker, ATA’s vice president of Marketing, Development and Public Relations, notes, “Jelica is really having a good time making her first attempts at embroidering the designs I sent her. Aid to Artisans and Jelica are a great team.”

Traditional blankets warm artisan hearts and pocketbooks

Imagine wrapping wool fibers in various plants and grasses and then burying them for six months with composted manure. That’s exactly how textile artisan Ana Pacemska, and the 10 home-based workers she leads, dye their yarns. The resultant colors are spectacular!

The specialty product of these artisans is the *yambolia*, a traditional hand-woven blanket that has kept many a Macedonian warm through the long cold mountain winters. Most of the women use natural dyes –nettles for green, walnut for brown and poplar bark for black- to color their handspun and machine made wool yarn and cotton fabric, purchased as seconds or waste from local mills. In addition to their skill in producing *yambolias*, these women also can knit, crochet, embroider, spin and make rugs from recycled rag.

On our visit to Macedonia, we commissioned seven sample *yambolias* for the August New York Gift Fair. A textile consultant will investigate coordinating accessories to form a collection. As this consultant wrote us, these women are “willing to do whatever it takes” to make more money to support their families. ATA will help them do precisely that.

World Learning note: Jelica Lazareska and Ana Pacemska participated in Market Readiness training that was held in the US from August 5-16, 2002.