



**E&E Regional  
Participant Training Program**



**WORLD LEARNING  
SEMI-ANNUAL REPORT:  
October 2002 – March 2003**

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**EDITORS: COLIN DAVIES, ANITA REICHERT,  
LISA POSNER OLOCCO**

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## Participant Training Intervention Status – October to December 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	5	1	6	31	15	46	240	90	330	0	0	0	0	0	0	0	0	0	276	106	382
- cumulative	5	3	8	83	42	125	431	279	710	0	0	0	0	0	0	0	0	0	519	324	843
Bosnia- Herzegovina																					
- quarter	4	1	5	8	2	10	0	10	10	0	0	0	0	0	0	0	0	0	12	13	25
- cumulative	21	11	32	56	19	75	128	100	228	0	0	0	0	0	0	0	0	0	205	130	335
Bulgaria																					
- quarter	28	12	40	13	21	34	15	9	24	0	0	0	0	0	0	0	0	0	56	42	98
- cumulative	112	94	206	75	78	147	64	46	110	0	0	0	0	0	0	0	0	0	251	212	463
Croatia																					
- quarter	5	7	12	24	18	42	38	48	86	0	0	0	0	0	0	0	0	0	67	73	140
- cumulative	18	20	38	104	70	174	233	193	426	0	0	0	0	0	0	0	0	0	355	283	638
Macedonia																					
- quarter	18	2	20	11	7	18	0	0	0	0	0	0	0	0	0	0	0	0	29	9	38
- cumulative	69	39	108	44	38	82	33	26	59	0	0	0	0	0	0	0	0	0	146	103	249
Romania																					
- quarter	1	5	6	12	3	15	58	85	143	0	0	0	0	0	0	0	0	0	71	93	164
- cumulative	25	23	48	45	37	82	725	502	1227	0	0	0	0	0	0	0	0	0	795	562	1357
Regional																					
- 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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	13	30
<b>TOTALS</b>																					
- quarter	61	28	89	99	66	165	351	242	593	0	0	0	0	0	0	0	0	0	511	336	847
- cumulative	267	203	470	407	278	685	1614	1146	2760	0	0	0	0	0	0	0	0	0	2288	1627	3915

## Kudos

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- After her training in Insurance Production and Benefits Design in Iowa, November 9–23, Bulgarian participant Svetla Todorova, Expert at the Ministry of Health, sent a two-page letter of gratitude to the USAID/Bulgaria Mission Director on behalf of the group. Excerpts: “We are very grateful for the excellent organization of the program, the cordiality and readiness to help us and to provide us with enough knowledge, information and materials on the American health insurance system. [...] We are aware that the two systems are very different. It’s not possible just to copy the experience of one system and to implement it in the other. But there are a lot of rational elements and tools, which could be adjusted for Bulgarian conditions, and which could help us to establish effectively working compulsory and supplementary insurance systems in Bulgaria....”
- On December 23, WL/Bosnia Country Director Michael Wenzler and Program Officer Sabina Dervisefendic met with Mr. Muhamed Ibrahimovic, new President of the FBiH Parliament, House of Representatives, and Mr. Sead Dizdarevic, President of the FBiH Parliament's Constitutional Commission (a participant in the Legislative Drafting Institute in 2001). The parliamentary leaders expressed their gratitude to USAID and World Learning for their continuous support to the Parliament's activities and pointed out the impact that the co-operation has had on the Parliament's procedures, such as incorporating lessons learned into the new Standing Orders soon to be adopted. They also expressed their interest in future training of new members of parliament who will soon be nominated for USAID training. World Learning was the first international organization introduced to President Ibrahimovic at the beginning of his 4-year term.

## Programming Highlights

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### U.S. Training

World Learning trained 88 participants in 16 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. Here is a sampling of some of the training topics covered during this period:

#### Promoting Citizen Participation

Democracy presumes the active involvement of citizens in the government decision-making processes at both the local and national level. Civil society organizations play an important role in a democracy by facilitating a dialogue between citizens and government. In nascent democracies such as those in CEE, people are unused to an active role in government. Near-total reliance on the central government for many years has left most unprepared to participate in processes necessary to a democracy.

- In an effort to increase the level of citizen participation in Macedonia by improving attitudes and advocacy skills, the Management Development Institute of the University of Illinois, with the support of ISU's Stevenson Center for Community Development, conducted a two-week training program for 10 participants from five communities in Macedonia. The training was designed to equip the participants with skills and insights necessary to implement the communities' action plans. The participants were particularly interested in learning about low-cost initiatives for economic development, establishing small and medium-size businesses, and observing both models of community development initiatives and examples of cooperation among NGOs, local government, and the private sector.

The program combined theoretical sessions that introduced participants to principles of community development and site visits during which the participants observed various development initiatives in communities. The group visited local businesses, business and neighborhood associations, non-governmental organizations committed to community growth, farms, and government offices engaged in economic development. The trainers were local community leaders and professors of economic development from Illinois State University.

- Mayors, employees of public administration offices, and consultants of the municipalities of Rijeka, Bjelovar, Crikvenica, and Varazdin in Croatia participated in a program to familiarize themselves with ways in which citizens participate in their local government's financial management and economic development efforts. This program also focused on how to improve the effectiveness and communication of

local governments with both citizens and the central government. To carry out the training, the participants spent two weeks in Cleveland, Ohio and Chattanooga, Tennessee. They visited city planning and development organizations, civic centers, chambers of commerce, city councils, and universities. During these visits they met with a variety of community leaders, government officials, members of city council, and professors. They also had the unique opportunity to attend a networking meeting at the Croatian American Business Association's Dubrovnik Center in Cleveland.

### Education Reform

In Macedonia, reform of the educational systems is a high priority, particularly at the secondary high school level. The Ministry of Education's goal is to assist students in preparing themselves better to fit into the job market given the enormously high rates of unemployment, especially among young people. Therefore, during this quarter, USAID embarked on a multi-faceted training program that include technical assistance as well as US and third country training components, designed to bring about change in vocational secondary school enrollment, instruction, and job placement.

- A team of 4 representatives from the secondary vocational education system of Macedonia participated in a week-long training with Global Education Services (GES), in Seattle. After having completed a week of training with GES in Slovenia (see below), the participants traveled to the US to study the vocational education system, looking for ways to increase the flexibility and preparedness of Macedonian students upon their entrance into the labor market. The training included a wide variety of site visits, including visits to area vocational high schools, associations, and school-partnered businesses. See the USAID web site for further information on this activity:

[http://www.usaid.gov/regions/europe\\_eurasia/press/mac\\_educ\\_seattle12092002.html](http://www.usaid.gov/regions/europe_eurasia/press/mac_educ_seattle12092002.html)

### Promoting the Information Technology Sector

The IT and software industry in Bulgaria lacks adequate promotion and competitive strategies to expose products to the international market arena. The industry needs more encouragement abroad and exposure to the leading US Markets. Such actions may help to establish the country as a leader in the region by supporting the Bulgarian information technology and software development industry.

- Stanford University, in collaboration with the International Diplomacy Council, conducted a two-week training program in Palo Alto, California. The goal of the training was to ensure that the participants understand current trends of IT industry development, learn from US IT leaders, and learn different marketing tools to promote Bulgarian software by attracting investment and achieving a regional competitive edge. The training exposed the Bulgarian delegation to different marketing tools, policies that support the IT sector, and strategies for development at the micro and macro level. In addition, it provided the group with a wide variety of site visits to such companies as Global Business Network, Rational Software, Oracle,

Hewlett Packard, as well as the Silicon Valley Small Business Development Center and the Center for International Trade Development in San Jose. Training was carried out by a number of instructors and site representatives arranged by Stanford/IDC.

### Health Insurance and Actuarial Principals

Fundamental principles of the actuarial and product design aspects of health insurance and a framework for analyzing health insurance contracts was a primary focus for Bulgaria this quarter.

- The participants in this program were actuaries, medical doctors, and employees from the National Health Insurance Fund and Ministry of Health in Bulgaria. Participants were introduced to the basic actuarial principles related to health insurance; methods of risk classifying and underwriting; and ways of pricing health insurance. They analyzed the financial operations of both private and public health insurers and studied the regulatory environment in which they are held accountable. To carry out the training, the participants spent two weeks in and around Des Moines, Iowa. They met with senior level staff from insurance companies such as Wellmark Blue Cross and Blue Shield, Principal Financial Group, Iowa Insurance Commission, and Iowa Healthcare Systems. The group visited and met with staff at a number of hospitals and public clinics in order to learn how uninsured patients are handled and to understand how publicly funded patient care is provided.

### Alternative Solutions to Energy Production

Efforts are being made to bring the region one step closer to solutions for energy production that will serve as alternatives to more conventional methods. Using micro turbines contributes to reducing pollution, offers more efficient utilization of fuel and lowers the overall price of the energy that is crucial for a country's economy and businesses. Since this type of energy production has not yet been introduced in the Balkans at large, USAID decided to support two training programs in this area.

- A program was designed to expose a group of Macedonian engineers to the advantages and disadvantages of using micro-turbines, provide them with hands-on training related to the installation and maintenance of the units, and share information on cogeneration and fuel cells. The program took place in Jacksonville, Tampa, and Port St. Lucie, Florida. Participants spent a significant amount of time at Elliot Energy Systems, one of the major micro-turbine producers in the U.S. They also met with users of micro-turbines and with representatives of Tampa Electric Company, who are working on a project with Capstone, another major producer of micro-turbines. These meetings allowed them to meet with people who could be future business contacts for the participants.
- A group of 6 participants representing the Albanian National Energy Agency were trained to gain a better understanding of the data requirements of a specialized

software program called The Long Energy Alternatives Program (LEAP) and to fully utilize the analytical capabilities of this software for planning the national energy strategy of Albania. The one-week training was carried out with the designers of the LEAP software at the Tellus Institute in Boston, Massachusetts.

### Pension Fund Investments

Although pension reform has been underway in Bulgaria for several years, the country continues to support the further development of the pension fund industry and the establishment of additional safeguards for pension fund members. Additional information, skills, and knowledge are needed for those responsible for supervising private pension funds activities.

- A program designed to provide additional information, skills and knowledge to participants from the State Insurance Supervision Agency of Bulgaria, gave participants a broad perspective on the investment services provided by pension funds, as well as on the services custodian banks provide. The program, designed by St. Norberts College, took place in various cities in Wisconsin and in Chicago, IL, thereby exposing the participants to companies in different settings, including small towns, a small city, and a large city. In Wisconsin, the group met with Merrill Lynch, the State of Wisconsin Investment Board (which manages one of the largest pension funds in the world), and Associate Trust, a private pension company. While in Chicago, participants visited the Chicago Mercantile Exchange, the U.S. Railroad Retirement Board, and Morningstar, a global investment research firm.

### Media In Business

Bosnia-Herzegovina continues on developing a viable private sector broadcast and print media industry to provide a broad range of objective programming. The country hopes that this will lead to more competition in a country that currently offers three different public sector broadcasters for the state and entities, ensuring the survival of private commercial enterprise.

- This program brought four managers of Mreza Plus network member stations and the manager of the network itself to the US for training in business practices. The program, whose goal was to expose the participants to advanced techniques in finance and product development, focused on three topic areas: 1) financial and general management; 2) television programming and promotion; and 3) advertising/sales management. Global Education Services (GES) of Seattle, who had delivered a similar program for a group of eight station managers, marketing/promotion directors, and finance officers from several television stations and independent production houses in September 2000, put together a program that gave the participants the opportunity to view the working environments of both big- and small-city network affiliates to explore sub-topics within broad categories, such as revenue and expense planning; creating a budgeting from past actuals; evaluating the essential costs of operations; financial reporting; debt; programming based on ratings and revenue; how

to interpret and use audience research; how to build good broadcaster-producer relationships; in-house vs. out-of-house production; program promotion; how distribution companies work; sales revenue forecasting; analyzing the advertising market and determining a station's share; how to manage a sales team; sales motivation and compensation packages; marketing the station; and others. See the USAID training web site for further information on this program:  
<http://www.usaidtraining.net/news-bosnia-tv.htm>

The participants spent most of the first week in Seattle discussing advertising and sales management with independent contractors, an advertising agency, and the marketing director of a Seattle TV station (CBS affiliate) before departing for central and eastern Washington to spend time with the CBS affiliates in both Yakima and Pasco. Upon their return to Seattle, they met with production houses and completed their Action Plan.

## Third Country Training

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

Thirteen programs involving 157 participants were managed and took place in Bosnia, Czech Republic, Finland, Germany, Hungary, Italy, Macedonia, Netherlands, Romania, Slovenia and Switzerland. As with US training, TCT programs were awarded to providers through a competitive procurement process to secure the best quality training at the most cost-effective price.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits. A procurement process is used to ensure the high-quality, cost-effective training. Here are some of the programs managed during this period:

### Development of Social Enterprises for Bulgarians

This training was designed as an integral part of USAID Bulgaria's Social Enterprise Program, helping NGOs working for the benefit of disadvantaged social groups create and nurture viable social enterprises, which conduct business activities to finance the NGOs' core missions. Twenty-four NGO leaders went to the Czech Republic to learn from that country's experience with social enterprise, the characteristics of the viable social enterprise, the challenges and the obstacles that the "third" sector is facing as well as the basic elements of a business planning process. The rich experience of the Czech Republic in this sphere ensured good examples of viable social enterprises, a solid legal and regulatory environment, NGO support networks and the external support mechanisms and financing schemes involving local authorities and the business community. The training specifically emphasized the social enterprise planning and management process and participants were introduced to its three key phases: pre-feasibility, feasibility study and business plan development. For the participants, learning the planning process will be a fundamental step towards achieving self-sustainability for their organizations.

### Training for the Croatian National Committee Against Trafficking in Persons in Italy and Macedonia

At the initiative of the USAID Mission in Croatia, World Learning organized a training program to support the newly appointed Croatian National Committee for Combating Trafficking in Persons in improving and implementing its National Plan of Action. World Learning conducted research to determine the most suitable venue for the program and presented its findings at a meeting with USAID and the National Committee members. The Committee selected Italy, a transit and destination country with years of experience and developed legislation, and Macedonia, a source, transit and destination country, similar to Croatia although more advanced in its anti-trafficking policy. In order to help

raise public awareness and promote anti-trafficking activities, two journalists were appointed to travel with the group. The committee members returned from the training programs in Venice and Skopje highly motivated by what they had seen. When drafting amendments to the Croatian Criminal Law, National Committee members were directly influenced by Macedonia's law, in which prostitutes' clients are subject to criminal proceedings in cases where they are aware that the prostitutes are victims of trafficking. Committee members also worked toward changes in the law such that trafficked women are to be treated as victims and given shelter and not as criminals to be arrested and deported. Further training is envisioned for police officers and journalists

#### Non-Profit Registration Training for Albanian Judges in Hungary

To assist the government of Albania to better regulate non-profit organizations, a TCT was organized in Hungary for 11 judges and government officials responsible for drafting new NGO regulations. The program consisted of practical, hands-on training in effective registration procedures for non-profits and Hungarian best practices regarding the regulation of non-profits. The training was important because the Albanian government is concerned about the need to properly regulate non-profits, both in light of the history of pyramid schemes that paralyzed the country in 1997 and because of the fear that NGOs could be used as fronts for terrorist or trafficking activities. On the other hand, regulation must be done properly so as not to interfere with the nascent NGO community and their vital work in assuring good governance, service delivery and advocacy. During the training, participants drafted two regulations critical to laws governing NGOs and created new forms for registering various types of NGOs. Another benefit is that the judges working with nonprofit registration now have a much better understanding of how the new laws should be implemented in Albania.

#### Case Management Training for Croatian Court Presidents and Court Liaison Judges in The Netherlands and Italy

To support USAID's long-term goal of improving investor confidence in Croatia, World Learning procured a program through the National Center for State Courts for Croatian court presidents and court liaison judges to train in the Netherlands and Italy. The point of the study tour was for the Croatians to learn about improved case management from the Dutch and Italian models. Better case management is crucial to speeding up the judicial enforcement of contracts and improving the efficiency of litigation in the courts so that investors can readily resolve disputes. The sites and the speakers selected gave the participants the intended exposure to the caseload management systems in the Netherlands and Italy and the mediation program in the Netherlands and provided information that assisted them in developing action plans that, when implemented, will improve the management of cases in the Commercial Courts in Croatia. It was an excellent opportunity for the judges to observe, analyze and understand automated caseload management systems, which will prove crucial when Croatia implements its own automated case management system

### Educational Assessment Training in Slovenia for Macedonians

As part of a USAID-assisted reform to the Macedonian Education system, a study tour was organized in Slovenia for Macedonian educators. Slovenia was chosen as the training venue due to progress it has made in educational reform and the applicability of that progress to the Macedonian situation given that they are both former Yugoslav Republics. The training was a practical, hands-on review of how the Slovene school systems changed from a socialist system of education not focused on the labor requirements of the market, to one that is market oriented and more responsive. It also looked at changes in school governance and decentralization essential to transforming the system to make it an important contributor to private sector development. The TCT was followed by a US training program (see above), in which the participants were able to see how the American education system is structured to supply the market with a trained workforce. Upon their return, the participants are to perform an assessment of the Macedonian system based on lessons learned in Slovenia and the US.



## **Washington, D.C.**

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### **Project Management Activities**

World Learning has committed private funds to support two regional staff exchange opportunities for local field staff working on PTP. Through a competitive application process, exchanges were awarded to Aleksandra Karaevska of WL/Macedonia and Zvezdana Batkovic of WL/Croatia. Aleksandra's December exchange to Bosnia focused on financial report and TraiNet, while Zvezdana will travel to Bulgaria in Spring 2003 to learn and share information on small grant implementation.

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

- October 17 - PTP Director Colin Davies attended the START contractors meeting.
- November 13 - Colin Davies took part in the National Videoconference "Global Education: What Every Leader Should Know" that was downloaded to over 160 campuses across the United States. He gave a 5-minute pre-recorded presentation on "How to plan for your visit to Washington, DC".
- November 20 - Colin Davies attended the Peace Corps' International Education Symposium, part of International Education Week
- November 21 - Colin Davies and Resource Officer Ana Budin were presenters at the workshop "Changing Times, New Opportunities," introducing campuses to training opportunities at the regional meeting of NAFSA: Association of International Educators
- November 22 - Colin Davies and Ana Budin both spoke at the ACIIE (American Council on International Intercultural Education), introducing START/PTP to conference attendees

### **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: the William Davidson Institute of the University of Michigan Business School, Santa Cruz Institute, Global Education Services, and the Borderlands Foundation of Sejny, Poland.

### **Staff Travel**

- November 6-8 – Colin Davies traveled to Stanford University to conduct an on-site monitoring visit for a group of 8 Bulgarians attending an Information Technology and Software Development program. A copy of the site visit report can be found in the Appendix.

- December 12-13 – Renee Gifford, Program Officer, traveled to Cleveland State University to conduct an exit evaluation for a group of 11 Croatians attending a program entitled Local Government Citizen Participation. A copy of the site visit report can be found in the Appendix.

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

- During this quarter an estimated \$64,876 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- \$7,172 in TCT training costs was saved this quarter as a result of competitive procurement.

**Total Cost Savings.....\$72,048**

## Field Offices

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### **PTP/Albania**

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

### **Success Stories**

Please see the USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Training Saves Lives of Albanian Newborns**  
Before the USAID-funded training in neo-natal resuscitation in Tirana, which provided expert trainers and baby mannequins to practice on, many delivery room staff had little experience in properly intubating a newborn. Now many babies, who previously would not have survived, can look forward to leading normal lives because maternity staff now know what steps to take for newborns in distress.

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

- The second phase of training for organic agriculture inspectors took place in October. Thanks to this training, Albania now has in-country capacity to conduct inspections of organic agriculture/processing that would receive certification from the renowned German organic label, Bio-Control Systems.
- The Agricultural University hosted an agricultural policy conference for approximately 150 participants.
- The last workshops of a series of eight in-country workshops were conducted in Kruja and Gjirokaster for judges on applying the law on secured financing.
- The preparatory phase of a nine-month long in-country training continued for a series of workshops and other activities for the business community in four main cities called Fostering Business Ethics. A reception was held for the formal launching that included Harry Birnholz, Director of USAID in Albania and representatives from the Ministry of Economy.
- Three follow on grants to support activities of local governments continued implementation.

## **Noteworthy Events**

The FY2003 annual training plan, drafted by World Learning/Albania with the input of many other implementers, was approved by USAID December 5, 2002. The training plan foresees 40 training programs as well as several conferences and possibilities for grants.

## **Cost-Savings Measures**

- \$5,500 was saved by organizing bus transportation rather than flights for a group of 14 participants training in Bosnia-Herzegovina.
- \$3,000 was saved for the same training program by contracting with a local training provider, the Bosnian Association of Election Officials, instead of directly with IFES.
- \$9,000 was saved by negotiating a reduced fee with an expatriate trainer and reduced interpretation and hotel costs for a third country training program in Hungary.
- \$693 was saved by using the reduced M&IE for participants in Budapest.
- World Learning/Albania negotiated a reduced office rent starting October 2002 for a savings of \$50 monthly or \$150 over 3 months.

**Total Cost Savings.....\$18,343**

## **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Bosnian Internet Center Fosters Community Development**

Just a few months after taking part in a training program in Hungary and Yugoslavia in managing telecottages (centers providing email and internet and other services in underserved rural communities), a Bosnian participant has opened his own center. This telecottage offers basic computer courses and skills training for job seekers, and two recent trainees have already found jobs in local companies. "I feel a great responsibility towards the Info-Center, and I am proud of what we've accomplished," he said.

- **Returned Bosnian Participants Organize Group for Landslide Prevention and Monitoring**

Three of the participants from the Sarajevo Canton who took part in a program in Prague on landslide prevention and monitoring have now established an Expert Group, to develop a program for remedial works and the prevention of landslides. The group will

conduct permanent monitoring, and is developing a database and maps, available to all the Sarajevo municipalities.

### **Media Coverage**

- *Oslobođenje* reported on October 25 that the Chairman of the BiH Council of Ministers Mr. Dragan Mikerević and Brčko District Mayor Mr. Siniša Kisić signed an Agreement on Coordination and Cooperation between the BiH Council of Ministers and the District. According to the agreement, the parties committed themselves to direct coordination and cooperation, particularly in the field of economic policy and development, legislation and cooperation with international institutions. A coordinating body was to be operational as of January 1st, 2003. Mr. Mikerević was a participant in 1999 and Mr. Kisić was a participant in two programs in 2001.
- An article in *Dnevni avaz* on October 12 announced that BiH Minister of Foreign Trade and Economic Relations, Mrs. Azra Hadžiahmetović (participant in the Effective Parliamentary Committees training program in 1999), was the leader of the BiH delegation at the Regional Conference on the Liberalization of Trade of the Stability Pact of South-East Europe that was held in Belgrade. To liberalize its trade, BiH has so far signed Agreements on Free Trade with Slovenia, Croatia, SR Yugoslavia, Macedonia and Turkey, and is currently negotiating with Albania, Romania, Bulgaria and Moldavia. By signing an agreement with all countries in the region, BiH will meet all requirements of the Declaration of Ministers of Foreign Affairs on Free Trade, signed in Vienna, which will ensure access to the free market for 55 million inhabitants.
- The November 28 edition of *Dnevni avaz* reported that BiH has become a full member of the European Civil Aviation Conference (ECAC). At the invitation of the ECAC President, BiH Minister of Foreign Trade and Economic Relations Ms. Azra Hadžiahmetović (participant in the Effective Parliamentary Committees training program in 1999) attended the induction ceremony in Paris, France.

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

On November 14, as an outgrowth of the Women in Business Training Programs, WL in cooperation with USAID/STAR Network of World Learning and USAID/Business Finance organized an in-country seminar to ensure that the participants understand how to use their knowledge and skills to promote women's participation in the business community. The participants discussed the proposed activities contained in the group's action plan including: Networking on Local and State Levels; Information System Support; Lobbying at the Key Institutions; and Increased Awareness of the Public on Gender Issues. This was also an opportunity for the participants to discuss the specific issues they face in their businesses. As a result of the meeting, it is expected that the participants will work together more productively to build strong networking capabilities, resources, skills and experiences to assist their members and to promote women's participation in the business community.

## Noteworthy Events

- On October 26, on behalf of USAID/BiH and World Learning/BiH, U.S. Ambassador Mr. Clifford Bond and USAID Mission Director Mr. Howard Sumka awarded 114 Certificates of Achievement to Bosnian professionals from the public and private sectors who were trained in 18 USAID training programs since June 2001. Throughout the ceremony, new USAID Mission Director Mr. Howard Sumka and World Learning Country Director Mr. Michael Wenzler stressed that professional training is one of the most important programs of the Agency. Ambassador Bond particularly emphasized the training program on Telecottages in Rural Environments as one of the most successful trainings since it enabled the establishment and functioning of information centers in rural environments, thus providing inexpensive and reliable access to the Internet for these communities. Additionally, the event presented other examples of USAID supported training outcomes in the areas of economic reform and democratic transition. Ms. Lejla Spaho, a participant in the Women in Business II program, stressed how much the training helped her group to better understand the role of businesswomen's networks to advocate for advancing the status of women in business in BiH.
- On November 19, America's Development Foundation (ADF), a USAID contractor for the DemNet II project to develop and strengthen local NGOs, hosted their Award Ceremony. Speakers included US Ambassador Clifford Bond, USAID Mission Director Howard Sumka, and ADF Country Director Tia Pausic. The event was held to honor the work of 13 non-governmental organizations that successfully completed DemNet II Integrated Assistance Packages that includes customized technical assistance and training delivered by ADF. These NGOs have great potential for bringing citizen participation into the public sphere and for serving a support function for the development of civil society in BiH as a whole. Representatives of some of the awarded NGOs were participants in two USAID/World Learning training programs: Telecottages in Rural Environments I and II, whose NGOs are running the information centers, or telecottages, in two small BiH towns: Capljina and Zvornik.
- Country Director Michael Wenzler, while on leave in Seattle during November, had the opportunity to join the Media Entities as Business delegation from BiH during their US training in Washington State. The group was composed of television network managers and owners from around BiH, who spent two weeks investigating network operations in both large and small markets throughout the state. The main objectives of the training were to expose the media professionals to financial and general management, TV programming and promotion, and advertising/sales management, with the overall goal of creating financially secure private network operations. Mr. Wenzler had the opportunity to observe the work of the contracted training provider, Global Education Services, and the BiH participants during their time in Seattle and Yakima, Washington. The insights gained during this time will add greatly to the planning and implementation of future US training programs. A copy of Mr. Wenzler's site visit report can be found in the Appendix.

- On December 17, Ms. Sabina Dervisefendic, Program Officer, attended a meeting of the Advisory Board of the BiH Forum on Corporate Governance. The topics discussed included a summary of the 3rd SEE Corporate Governance Roundtable and future actions, presented by former participant Mr. Edib Basic, president of the F BiH Securities Commission; and co-operation between the F BiH Securities Commission and World Learning in organizing the 4th and final SEE Corporate Governance Roundtable. F BiH Securities Commission was selected by OECD as a host of the 4th Roundtable, taking place in Sarajevo on March 6-7, 2003. The BiH Forum on Corporate Governance was founded to promote the rules and practices of corporate governance as a significant component of the business environment, especially in the establishment of public-private partnerships.
- Aleksandra (Sani) Karaevska, Finance/Administrative Assistant for WL/Macedonia, spent one week in Sarajevo in December as part of World Learning's privately-funded staff exchange program. Her primary goal for traveling to BiH was to expand her understanding of TraiNet, with help from the BiH staff. Aleksandra also spent time comparing program, administrative and financial procedures, much to the benefit of both field offices.

#### **Cost Saving Measures**

- \$272 was saved through reduced M&IE and other savings for the Follow-On Women in Business I and II debriefing.
- A new arrangement for garage parking of the project vehicle will result in \$1,080 of administrative cost savings per a year (or \$90 month). The average monthly cost of daily parking was \$170 per month, while the new garage is convenient for parking both day and night for \$79 per month.
- \$160 was saved on staff training in web page updating by purchasing two manuals and having 3 hours of consultation for 3 staff members instead of enrolling staff in a course.

**Total Cost Savings.....\$702**

#### **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details of the following Success Stories reported during this quarter:

- Bulgarian Philanthropy and Volunteer Spirit Get Boost From Polish Example

Based on a model observed in Poland, one of the participants in a training program for representatives from Intermediate Support Organizations has now established a National Charity Day in Bulgaria. In October 2002 a team of 11 coordinators and 1,050 volunteers in 9 cities managed a well-publicized campaign, which raised money for people suffering from multiple sclerosis.

- Improvements Made in Anti-Money Laundering Efforts at Bulgarian Bureau for Financial Intelligence

Several significant outcomes have resulted from an Anti-Money Laundering program, hosted by the US Treasury for a group from the Bureau of Financial Intelligence. New analytical software has been introduced, and a system is being developed for data exchange with other European countries, based on models for cooperation observed in the US.

- Bulgarian Women Create Network of Elected Representatives

A training program was managed by the University of New England for a group of elected women municipal leaders. The group has now developed a network of 60 women - the Women's Elected Representatives Network - and has organized several events, including two seminars, one on "The Role of Women in Societies in Transition" and one on "Local and Regional Government and the Problems of Women in Bulgaria." Several of the group have also spoken at conferences and roundtables.

- Bulgarian Participant Drafts Code of Ethics in Supplementary Pension Insurance

A participant in a training program in Chile on Regulating and Strengthening Supplementary Pension Insurance Funds applied successfully for a Small Grant, to design and publish a Code of Ethics. His team of specialists and consultants have published and presented the final version of the Code, whose beneficiaries will include not only Bulgaria's 8 pension insurance companies and 30 government and public institutions, but also the over 300,000 employer/insurers and 1 million individuals who are insured in these supplementary mandatory and voluntary funds.

- National Arbitration Institute Established in Bulgaria Using US Models

It is as a direct result of a US training program in Alternative Dispute Resolution that the National Arbitration Institute has been established, to resolve collective labor disputes and to prevent labor conflicts. One participant also won a Small Grant that enabled him, through a series of workshops, to disseminate information about this type of out-of-court dispute resolution to over 200 employers across the county.

- Bulgarians Take Steps Toward a More Integrated Community

A training program in Hungary in the area of successful Roma minority integration has already yielded significant results. One participant received a Small Grant for a project to support the integration of Roma children in Lom through educational, sport, cultural, health and ecological activities, and has also developed a project for professional training and employment of 50 Roma women in a tailor shop. Another, a teacher at the Roma School in Lom, helped form a school board, whose activities to date have included a project for repair of the school, a project for students' success level, and a project for forestation. A third has also expanded her tailoring business, now employing 35 young Roma women.

## **Staffing**

Former Program Assistant Elena Trankarova (formerly Grigorova) returned for several weeks to assist on a part-time basis.

## **Media Coverage**

- In a published interview after training, Ms. Krassimira Stoimenova , Chair of the Peshtera Municipal Council, was asked what had impressed her the most during her US training in Local Government Responsiveness to Citizens. She answers: “The exceptional transparency. The participation of citizens in government is guaranteed by the constitution. [...]The councilors work in close cooperation with the citizens and discuss together the provisions that are to be voted on. The City Council’s sessions are held every other Monday of the month in a 150-seat hall. The sessions are broadcasted through a TV channel and there is a replay during the week. [...] I am convinced that the citizen participation in the preparation of the city council’s decision making process are a prerequisite for their successful implementation.” A translation of the article can be found in the Appendix, along with additional media coverage of the training program.
- California State Polytechnic University, Pomona’s website is displaying photographs from a Bulgarian training program in Venture Capital held in June. The website address is <http://www.csupomona.edu/~international/training/programs/venture.htm> .

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

- USAID approved the selection and implementation of 18 PTP Small Grants for a total of \$88,700, or \$4900 average. This number of grants and amount of funding represent a doubling of each of the two previous rounds. A grants management workshop and reception were held on November 12. All grant agreements have been signed and implementation has started.
- November 17–24, Roma Business Training was conducted for 26 Roma entrepreneurs in the city of Dobrich, with the Agency for Regional Economic Development and Investment as provider. This program was conducted in support of SO 2.1.
- Program Officer Kostadin Evstatiev attended a meeting on December 11 at the invitation of returned participants from a US training program in IT & Software at the offices of Hewlett Packard Bulgaria, where he observed a discussion about further improvement of the IT strategy for Bulgaria. These participants represent a formal group that is working toward the development of a national IT strategy and they are meeting once or twice a month along with other experts in the field to coordinate the project.

- On December 11, Training Assistant Kremena Natcheva represented WL on a monitoring visit for the small grant “Strong Local Government - A Common Political Concern.” The general purpose of this grant, awarded to Mrs. Eva Radeva from the national Legal Initiative for Local Government, is to support citizen participation in the decision making process at the local level. The event observed was the last of 23 roundtables, organized in Sofia to draw conclusions about the mediating role that NGOs in Bulgaria could and should perform to encourage dialogue between citizens and authorities. Discussion was facilitated by the Sofia Municipality Secretary. Attendees included representatives from NGOs, the community and the Sofia Ombudsman.
- On November 29, at the invitation of Mr. Bisser Petkov, Chairman of the State Insurance Supervision Agency (SISA), Kostadin Evstatiev traveled to the southwestern town of Velingrad to attend a meeting of the SISA staff, where returned participants from a US training program in Pension Funds Investment presented lessons learned during the training. Representatives from SISA had gathered for two days as part of efforts to update the SISA staff on their skills and knowledge acquired during different training programs throughout the second half of the year in the US and in Switzerland.

#### **Noteworthy Events**

- At the special invitation of USAID, Program Assistant Kristina Grozdilova (who is responsible for the PTP Small Grants program) participated in a workshop focused on assessing the environmental impact of grant activities. Attendees were invited because of their connection to USAID-funded grants management. The workshop, which was facilitated by Mohammad Latif, USAID Regional Environmental Officer, took place October 16–18 and included an analytical site visit to discuss the environmental ramifications of planned expansion of SofiaLand, an amusement park.
- On December 11, WL hosted and facilitated an institution-building discussion with two providers for upcoming in-country training programs. Representatives attended from the Bulgarian Center for Independent Living, for whom the upcoming “Information and Communication Technology for Disadvantaged Groups” will be their first externally-sponsored training engagement; and from the Stara Zagora Regional Economic Development Agency, for whom the upcoming “Local Networking and Partnerships for Community Development” will be their first PTP training program for Bulgarians (though they have trained numerous international groups through TRANSIT and PTP). Topics discussed included participant needs assessment, approaches to logistics matters such as accommodation and travel reimbursement, and other matters.
- Mrs. Bistra Ilkova, participant in the Barcelona Global Summit of Women in July, was appointed Chairperson of the Bulgarian National Securities Commission

(BNSC). The BNSC is Bulgaria's government regulatory body on the securities markets, investment intermediaries, investment companies and management companies. As a participant, her professional position was Executive Director of "Aval In" Investment Intermediary, one of the best performing investment intermediary in the last couple of years.

### **Cost-Savings Measures**

- \$12,006 was saved on airline ticket purchases for seven US and third country training programs.
- \$2,312 was saved on reduced third country M&IE rates for two programs.
- \$88 was saved on taxes of office supplies and photocopy leasing by taking advantage of recent negotiations between the Government of Bulgaria and the US Embassy that resulted in concrete procedures for value-added tax exemption.

**Total Savings.....\$14,406**

### **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Croatian Anti-Trafficking Group Drafts Laws On Criminal Prosecution and Victim Protection**

A group representing the National Committee for Combating Trafficking in Persons, with representatives from ministries, NGOs, international organizations, and the media, recently attended training in Macedonia (a transit country) and Italy (a destination country). The journalists who attended the training ensured that the issue received a great deal of newspaper and TV coverage. The Committee has since been responsible for drafting legislation that includes not only penalties for the victims' clients, but also social welfare benefits for the victims, regardless of their citizenship.

### **Staffing**

- Ms. Ondina Obradovic started working full time on October 1 as Training Assistant.
- Ms. Violeta Novoselac started working on October 16 as Finance/Administrative Assistant.
- Ms. Vlasta Nejasmic started working on a temporary basis in November as Training Officer.

## **Media Coverage**

- The in-country GSV (Economic-Social Council) Symposium held on October 21–23 attracted media coverage in at least six national and local daily newspapers. A press conference about the event was held on October 28 at the Office for Social Partnership in Zagreb, with 12 media representatives present. Mr. John Travers, trainer; Mr. Davorko Vodovic, Minister of Labor and Social Welfare; Mr. Zdenko Mucnjak, President of the Croatian Trade Union Association; Mr. Zeljko Orsag, representative of the Croatian Employers' Association and Mr. Vitomir Begovic, Head of the Office for Social Partnership talked about results of the GSV Symposium, discussed future plans of the GSV and next steps in developing a social dialogue. The press conference was organized by the Office for Social Partnership and Management Systems International (MSI).
- A two-page article on anti-trafficking titled "White Van – Rescue for White Slaves" appeared in the national daily *Vecernji list*, October 27. Eight participants from the National Committee for Combating in Persons and two journalists who attended third country training in anti-trafficking were interviewed for the article. Croatian National Television (HTV) broadcasted a five-minute report on November 12 on anti-trafficking filmed in Macedonia during the training. *Vecernji list* also ran an article on November 9, "The White Slavery," written by Mr. Dusan Miljus, a journalist/participant. A translation of the article can be found in the Appendix.

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

- Seven out of 11 follow-on grant agreements have been signed and first payments transferred. The remaining 4 projects will start in January or February. USAID/Croatia and the E&E Bureau in Washington approved a donation of 5 old WL/Croatia computers for 5 grantees who applied for them.
- The GSV Symposium was held in Brijuni, October 21–23. The technical assistance contractor involved was Management Systems International (MSI), Croatia Tripartite Dialogue Project. The symposium provided a forum for the Economic and Social Council (GSV) to discuss changes to the GSV structure and operations, improve communications and negotiations, and discuss important substantive issues. Currently the GSV is not operating efficiently, and communication within the GSV and between the social partners in general has not been satisfactory. The 12 participants involved included representatives from the Ministry of Labor and Social Welfare, the Office for Social Partnership, and union representatives. USAID staff also attended the event, which was facilitated by two expatriate independent consultants.
- Training for Journalists on HIV/AIDS Issues was held in Opatija November 24–26 for 23 participants. The training provider was the International Center for Education of Journalists. Topics included empowerment of journalists to follow up and reflect

on the Global UNAIDS Campaign for 2002/2003; combating stigma and discrimination; increasing the number of human rights based messages in the press; increasing the number of evidence based messages regarding routes of HIV/AIDS transmission; decreasing prejudice of people living with HIV/AIDS; increasing the number of articles advocating for increased tolerance and right to difference, particularly for people living with HIV/AIDS and other vulnerable groups such as members of sexual minorities, injection drug users, and sexual workers.

### **Noteworthy events**

- The annual award ceremony was held on October 3 at Hotel Esplanade in Zagreb. 110 persons from 13 groups were invited to the ceremony. The US Ambassador to Croatia, Mr. Lawrence Rossin, and the new Mission Director, Mr. William Jeffers, spoke to the assembly. Keynote speaker Mr. Malatestinic, the Mayor of Crikvenica, represented the participants. Cynthia Rogers, Country Director of World Learning/Croatia, acted as Master of Ceremony. Jim Nindel and Jeff Shahan of USAID/EGAT/ED/PT also attended the event and a reception followed the ceremony. Croatia Television (HRT) conducted interviews and televised portions of the ceremony in a special weekly program the following Saturday.
- A briefing hosted by World Learning was held on November 8 with a delegation from Washington consisting of Ruth Hansen, Deputy SEED Coordinator, US Dept. of State; Paula Feeney, Director, European Country Affairs, USAID; Margarety Nardi, Croatia Desk, US Dept. of State; and Melissa Janis, Program Officer, SEED Office, US Dept. of State. The USAID/Croatia Mission Director and the Training Officer were present as well as 8 former participants representing his/her group from the year 2002. The participants talked about the usefulness of the training, how much they were able to apply once they were back, what could be done better in the future, and what they see as priorities in the next year or two.

### **Cost-Saving Measures**

- \$300 was saved in hotel costs due to a volume discount at an in-country training program.
- \$1,000 was saved on a third country training program by contracting with and sending an interpreter from Croatia rather than using an interpreter proposed by the training provider.
- \$800 was saved in airline ticket costs for two participants who attended training in Australia.

**Total Cost Savings.....\$2,100**

## **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Macedonian Advertising Professionals Create Own Association**

As a direct result of their training program in Arizona, and of the models they observed, the managers of Macedonia's leading marketing and advertising agencies have established the Macedonian Association of Marketing Agencies. All of the seven managers who took part in the training are on the association's managing board. The association's objectives are to provide education and training to its members, to establish standards of practice and codes of ethics, and help members improve the quality of their services.

- **Union Journalists Establish Media Center in Macedonia**

Journalists from the Federation of Trade Unions who trained in Croatia have now established a Media Center, whose 5 staff are all former participants. Plans for the immediate future include the creation of a web site; a radio station is planned for the near future.

- **Macedonian NGOs Experiment with New Fund-raising Techniques**

A training program in New York State for a group of 12 NGO leaders focused on fund-raising, and immediately upon their return the group put what they had learned into practice. At the NGO Fair in Skopje the month after they returned they organized a raffle, which raised almost \$1,000 – the first of its kind in the country.

### **Media Coverage**

- *Utrinski Vesnik* and *Dnevnik* reported on October 16 that Macedonia became the 145<sup>th</sup> member of the World Trade Organization (WTO) on October 14 in Geneva. Macedonia has formally committed itself to ratifying the final membership documents no later than March 31, 2003. The agreement has a development component of seven years, a period needed for improving the commercial environment, as well as for the adjustment of the economic entities to new working conditions. This also means active participation of Macedonia in world affairs and the European integration process. The Government of Macedonia received extensive technical assistance in its accession to the WTO from USAID, through the WTO Accession Assistance Project. This took place through a short-term training program on the standardization systems and procedures which the United States developed for Macedonian officials who are directly responsible for the administration of WTO standards. Participants were employees of the Ministries of Agriculture, Economy and Health.

- The November 23 edition of *Dnevnik* reported about a third country training event in Bucharest in which twelve Macedonian artisans took part. They visited the Romanian fair November 28-December 2 where they exhibited their products and acquired valuable experience on how to organize a fair for handmade products. After their return, the participants will become mentors to another 40 artisans who are scheduled to participate in the first Christmas Bazaar to be organized in Skopje, December 7-9.
- The *International Leadership Institute (ILI) Newsletter* published a detailed story in its quarterly newsletter about a two-week program in Micro-Turbine Technology for four Macedonian participants who trained at the International Leadership Institute in November. The article stated that the four participants have developed a significant network of US-based businesses and organizations that will help them as they continue to assess the most efficient and effective ways to provide energy while Macedonia develops its economic resources. It goes on to state that the participants' success in building these new relationships in such a short time is testimony to their eagerness to learn and their overall positive attitude about this training opportunity provided by USAID.

### **Noteworthy Events**

- A fair for agriculture production and products, Agro-Expo 2002, was held in Skopje October 1-5 to showcase agricultural products. Two of the most distinguished Macedonian dairy processors, Nasto and Bucen Kozjak, who participated in a recent third country training in Hungary in Management and Technology of Dairy Processors, displayed their product lines at the fair. The dairy factory Nasto used this fair as an opportunity to promote several new products and newly-packaged old products and to announce that they had received the ISO 9001 Certificate. The company was recently awarded the Gold Star Award for Quality and Excellence at the 27<sup>th</sup> International Star Award Quality Convention organized by the Business Initiative Direction. At the stall of Bucen Kozjak, visitors had the opportunity to sample the company's products. Bucen Kozjak will soon launch a new line of products while expanding its production capacity.
- The Macedonian Center for International Cooperation, together with the Open Society Institute, the Institute for Sustainable Communities and Catholic Relief Services, organized the Forum of Civil Society in Macedonia, the second NGO fair of its kind, at the Hotel Alexander Palace in Skopje, October 29-November 1. Up to 210 different NGOs presented their objectives, programs, activities and future plans at the fair. The goal of the NGO Fair was to make sure that: 1) the public and other actors in civil society will be better informed about the activities performed by NGOs; 2) NGOs will improve their mutual cooperation and coordination in the country, as well as in the region. It was also expected that this fair would help NGOs set their priorities for representation and lobbying. Apart from the exhibition, there were forums, workshops and educational sessions. Moreover, a fund-raising event and lottery were organized by the Institute for Sustainable Communities with

representatives of several NGOs who recently participated in a PTP training program in Fund-raising and Self-Finance in Albany and New York City.

- The fifth combined CEI Political Summit and CEI Economic Forum was held in Skopje November 13-15. This was one of the major political and business meetings in South-Eastern Europe taking place this autumn. The most important subjects tackled at round tables and panel discussion were: a) international cooperation in the region; b) foreign direct investment in the region; and c) latest events in the EU as well as newest challenges of EU enlargement. At the opening panel, a special focus was put on Macedonia and the opportunities/perspectives for its future economic development. Within the Political Summit, the prime ministers and government representatives of 17 member countries signed a final document that would strengthen the inter-governmental, inter-parliamentary and economic cooperation in the region. Finally, more than 850 representatives of business participated in the Economic forum. Its main topics were: regional trade, financing of and investment in SMEs, privatization, and cooperation with international financial institutions.
- The First Annual Craft Fair of Macedonian Crafts was held in Skopje's Old Bazaar December 7-8, where citizens were able to visit a very interesting presentation of creations by more than 40 artisans from all over Macedonia. The fair featured jewelry, woodcarvings, icons, ceramics, toys and other products, within an event organized by Aid to Artisans, a USAID grantee. The fair was also supported by the Macedonian Association of Craftsman and the National Gallery. Some of the exhibitors at the fair were former participants who trained in Romania in November/December 2002.
- "The Future is a Challenge" was the slogan of the first edition of the fair "FIN EXPO 2002" that took place in Skopje December 9-11. The fair acted as a platform for connecting users and suppliers of all kinds of financial services, thus uniting the representatives of the financial industry, business and citizens. Many important financial institutions, universities and technical-education institutions participated in the event, which was comprised of commercial, exhibitory, technical and educational presentations by 61 participants from Macedonia and abroad. There were individual presentations by banks, savings and loans, brokerage houses, financial and consultancy houses, insurance companies, funds and foundations, state and international financial institutions, companies that offer software solutions for support of e-banking, as well as publishers of professional and educational magazines. During the fair, a demonstration of on-line trading on the Macedonian Stock Exchange was organized as well. The Macedonian Stock Exchange presented its new stock exchange electronic system for trading (BEST) which offers an opportunity for so-called distance trading, i.e., the members of the Stock Exchange will have the possibility to trade from their offices. USAID has supported the Macedonian Stock Exchange by funding training for its members in the recent past.

## **Cost-Savings Measures**

- \$675 in registration fees was saved when a conference organizer agreed to cover a participant/presenter's fee.
- \$1,114 in airfare was saved for US conference participants.
- \$888 in airfare was saved for participants traveling to Seattle.
- \$552 in airfare was saved for four participants traveling to Bucharest.
- \$3,259 in airfare was saved for three participants who paid their own airfare and for a reduced ticket for a fourth participant.
- \$2,741 was saved in negotiating cost savings in a variety of categories with the International Leadership Institute.
- \$1,035 in airfare was saved by an E-Government participant paying his own airfare.
- \$346 in airfare was saved for participants attending a workshop in Bucharest.
- \$90 was saved on CEPA tests by administering them in-house.

**Total Savings.....\$10,700**

## **PTP/Romania**

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

## **In-Country Training**

- A Farro Grains Workshop took place in Cluj October 8-10 to officially present the results of an experimental project that financed technical assistance for planting farro, a cereal similar to durum wheat, on small plots using specific technologies. The objectives of the training intervention for 18 participants were to learn lessons from the Italian experience in farro production techniques application, challenges and constraints; promote internationally the Romanian farro products by partnering with Italian private and public enterprises; and disseminate lessons learned to other Romanian beneficiaries of these techniques.
- Training in Organic Certification and Export Promotion was held in Cluj for 14 participants October 25-26. The objectives of the training intervention were to improve small and medium farmers' and processors' ability to manage their business; increase Romanian agribusiness export capabilities; create a basis for an operational organic certification system in Romania available to private agribusiness enterprises; and obtain organic certification for pilot agribusiness operations. The training was provided by the local organization Bioterra.
- An in-country Support Program for Women with Breast Cancer was held in Bucharest, October 14-17 for 20 participants. At the conclusion of the event participants were supposed to be able to start new support group services and develop and implement new self-sustainable entities. Selma Morris from the Breast Health

Program in Atlanta and Bonnie Wheatley from Alameda County Medical Center in Oakland were the selected trainers for this event.

- Training in IT Project Management took place in Bucharest, October 28-30 for the first group of 8 participants, and on November 5-7 for the second group of 11 participants. This was a custom designed training program on IT project management implemented by Oracle University in Romania. At the conclusion of the training event, trainees were supposed to be able to understand the IT management process; roles and responsibilities of project management; and planning, organizing, control and management of an IT project.
- A program in General Marketing took place in Bucharest at the ASEBUSS office, November 4-8. 20 participants attended the workshop, which covered the following topics: marketing versus organizational performance; external micro and macro environment; market targeting; client behavior; company strategy; cost strategy; promotional strategy; communication strategy; and development of a market plan.
- A workshop on Financial Analysis was held at the ASEBUSS office on November 4-8. 20 participants attended the workshop which covered the following topics: general accounting; accounting financial analysis; credit and debit evaluation; costing; opportunity cost versus budgetary cost; and company budget and performance indicators.

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

- \$2,836 was saved on per diem and lodging for the Disability Assessment.
- \$1,750 was saved on per diem and lodging for Support Program for Women with Breast Cancer.
- \$6,840 was saved on per diem and lodging for the IT Management program
- \$2,640 was saved on per diem and lodging for General Marketing program;
- \$2,640 was saved on per diem and lodging for Financial Analysis workshop.

**Total Savings.....\$16,706**

At the end of November 2002, World Learning's office in Bucharest closed its doors. Open since 1993, among its many accomplishments is the training of thousands of Romanian professionals, the awarding of over 30 small grants to returned trainees, and mentoring and support to countless local institutions. 2,751 participants, 42% of whom were women, were trained under the PTP contract over 13 months. World Learning bids farewell to a dedicated Romanian staff who have made significant contributions to the project, to World Learning, and to their country.

## APPENDIX

- Site Visit Report to San Francisco by Colin Davies, Bulgarian Information Technology and Software Development Group, November 6-8, 2002
- Site Visit Report to Cleveland by Renee Gifford, Croatian Local Government Citizen Participation Group, December 12-13, 2002
- Site Visit Report to Seattle and Yakima, Washington by Michael Wenzler, Bosnian Media Entities as Business Group, November 11-14, 2002
- Translations of four articles about the Bulgarian group, Local Government Responsiveness to Citizens
- Translation of article “Half a billion Euro from white slavery” from *Vecernji list*, November 9, 2002, by Croatian journalist/participant Dusan Miljus

## Participant Training Intervention Status – January to March 2003

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	8	4	12	17	9	26	146	111	257	0	0	0	0	0	0	0	0	0	171	124	295
- cumulative	18	7	25	100	51	151	577	390	967	0	0	0	0	0	0	0	0	0	690	448	1138
Bosnia- Herzegovina - quarter	0	0	0	9	0	9	408	684	1092	0	0	0	0	0	0	0	0	0	417	684	1101
- cumulative	21	11	32	65	19	84	536	784	1320	0	0	0	0	0	0	0	0	0	622	814	1436
Bulgaria - quarter	6	6	12	6	7	13	29	41	70	0	0	0	0	0	0	0	0	0	41	54	95
- cumulative	16	10	26	81	79	160	93	86	179	0	0	0	0	0	0	0	0	0	292	265	557
Croatia - quarter	21	4	25	40	21	61	23	16	39	0	0	0	0	0	0	0	0	0	84	41	125
- cumulative	39	24	63	144	91	235	256	209	465	0	0	0	0	0	0	0	0	0	439	324	763
Macedonia - quarter	12	3	15	8	17	25	17	14	31	0	0	0	0	0	0	0	0	0	37	34	71
- cumulative	31	12	43	52	55	107	50	40	90	0	0	0	0	0	0	0	0	0	183	137	320
Romania - quarter	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- cumulative	23	28	51	45	37	82	725	502	1227	0	0	0	0	0	0	0	0	0	795	562	1357
Regional - 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	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17	13	30
<b>TOTALS</b> - quarter	47	17	64	80	54	134	623	866	1489	0	0	0	0	0	0	0	0	0	750	937	1687
- cumulative	318	220	538	487	332	819	2237	2011	4248	0	0	0	0	0	0	0	0	0	3038	2563	5601

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## Kudos

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A thank you message was received from Bulgarian participant Antoaneta Evdokimova, Chairman of the Center for Conflict Resolutions, who attended training in Conciliation Commissions, February 2-9, in the Czech Republic. "I would like to express my gratitude to your organization for the overall organization of our training in the Czech Republic, as well as for the provided excellent accommodation. I truly hope that we will succeed to apply in Vidin the experience gained in Prague, Brno and Vsetin. We will work actively in order to promote mediation as a method for conflict resolution in our town. Of course this will take time and it will require local government's support; as for the moment they lend their countenance for our idea."

Another participant from the same program, Vesa Gidova from the Center for Conflict Resolution in the town of Vidin, wrote: "I am pleased to express my satisfaction with the perfect organization of the program, I would like to thank you for the opportunity to learn about the experience, achievements, difficulties, and problems, as well as about overcoming them, from our colleagues from Partners Czech, who presented this information to us step by step, in the most appropriate way. Also I would like to express my gratitude to Partners Czech and to the conciliation commissions in Prague, Brno and Vsetin for their hospitality, for their devotion not only to provide us with all the necessary information, but also to give us part of their enthusiasm and positive energy. These were very motivating for voluntary conflict and dispute resolution, as well as for supporting people."

## Programming Highlights

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### U.S. Training

World Learning trained 64 participants in eight 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. Here are some of the training topics covered during this period:

#### Food Safety

Compliance and enforcement of strict food safety regulations for meat and poultry are very important for Bulgaria as they become more diligent in promoting overall public health standards and confronting global competitiveness issues.

- Mr. Ilian Kostov from Bulgaria participated in the 2003 FSIS Meat and Poultry Inspection Seminar for International Government Officials, sponsored by US Department of Agriculture (USDA). Intended for government officials with experience in meat and poultry products inspection activities, the program was held in College Station, Texas at the FSIS Center for Learning at Texas A&M University.

The seminar provided an overview of the inspection regulations and procedures used by the Food Safety and Inspection Service (FSIS) to assure that meat, poultry, and egg products are safe, wholesome, and properly labeled. The major emphasis of the seminar was on the USDA/FSIS Inspection System, the Hazard Analysis Critical Control Point (HACCP), and Pathogen Reduction initiatives. Mr. Kostov observed animal production and livestock and poultry operations. He toured a poultry slaughter plant and a cold storage facility where he received a demonstration on export certification and port of entry re-inspection.

#### Marketing

USAID/Macedonia continues to support the growth of private enterprise so that its economy continues to successfully transition to a market-based economy.

- Aid to Artisans (ATA) in Hartford, Connecticut, conducted a unique hands-on training experience for a group of Macedonian handicraft artisans. The ATA training focused on educating start-up producers, importers, exporters, designers, and craft-based organizational leaders on topics essential to building successful businesses, while at the same time allowing participants to experience the world's largest trade

show for gifts and decorative accessories at the New York International Gift Fair (NYIGF).

The participants toured the ATA warehouse and learned about shipping and receiving; met with ATA marketing staff to discuss promotional materials, market research tools, and mail order catalogues; spoke with ATA project staff about successful business development; learned about US customs issues; and toured the local retail shopping area in order to learn more about the US market and specialty stores. They visited the Farmington Valley Arts Center Studio and Gallery, a non-profit organization that provides education to the public, studio rentals to artisans, and exhibition space and craft sales in their gallery.

At the Fair, the participants had ample opportunity to meet with many people involved in all aspects of the business, including exporters, product development specialists, marketing consultants, importers, color consultants, buyers, and internet retailers. They were able to observe color trends, booth displays and interactions between exhibitors and buyers, and share mutual business concerns with colleagues from around the world.

### Agricultural Cooperative Management

Helping increase production, establish market links, and improve the financial management of cooperatives continues to be a priority for Croatia since agricultural production is one of the most hopeful areas of development in the war-affected areas.

- Twelve participants, made up of founders, members, and volunteers in Croatian agricultural cooperatives, attended a two-week training program developed by Montana State University. The participants represented a variety of agricultural interests: some were vegetable growers, some raised livestock, and some were dairy farmers. This training was intended to help the cooperatives increase production, establish market links, and improve the financial management of their coops. The specific training objectives focused on demonstrating the benefit of organizing producers into agricultural cooperatives by introducing the participants to models of successfully-managed agricultural cooperatives. Participants visited cooperatives and member farms in Western and Central Montana to learn the practices necessary to establish and maintain a successful cooperative. Presentations covered such topics as the need for working capital, debt and equity capital, profit-sharing, financing, marketing, and the "Made in Montana" marketing campaign.

A visit to a dairy farm exposed the participants to new technology and methods of cleaning machinery; a trip to organic farms in Stevensville gave the participants an opportunity to exchange experiences with the farmers and to learn about fertilization, marketing, and methods of crop protection, such as alternative pest management; and a visit to a goat farm gave them new ideas on how to structure and organize their coops effectively. Participants developed ideas on profit distribution, marketing agreements, techniques for producing cattle feed, and cooperative financing that they

will implement when they return home. One participant, after visiting the Wheat Montana Bakery, has been inspired to introduce organic and specialty breads to the list of baked goods his cooperative currently offers.

### Constituency Advocacy

Bulgaria continues to build the capacity of local NGOs to act as Intermediary Support Organizations. ISOs capable of assisting other NGOs working in democracy, economic strengthening, the social safety net, and the environment are of primary importance.

- Eleven NGO leaders representing 11 organizations involved in a variety of social services (community development, legal reform to protect citizens, domestic violence, criminal rehabilitation, the physically disabled, environmental protection, etc.) came to the US for training in advocacy and lobbying.

Since the NGOs represented by the participants are expected to support other NGOs in Bulgaria through technical assistance, training, policy analysis, networking, and funding, the participants needed exposure to examples of advocacy in action and to meet with experienced practitioners. The International Center for Democratic Governance (ICDG), located at the University of Georgia in Athens provided two weeks of training that featured skill-building in problem analysis, coalition-building, negotiation, and communicating with decision-makers and the media.

Training combined site visits, guided discussions, workshops, and case studies. Organizations that shared their experiences with the participants address and meet a variety of needs in their communities, such as economic empowerment of marginalized citizens; protection of the disabled and mentally ill; revitalization of neighborhoods; tourism development; micro- enterprise development; youth entrepreneurship; affordable housing; funding for community programs (public safety, basic facilities/infrastructure, and quality of life); crime prevention awareness; and local government responsiveness. Other sessions were held on leadership, strategies for working with the media, facilitation techniques to maximize information-gathering and priority-setting in both large and small groups, environmental advocacy, and introducing innovation to non-profit organizations via management.

The participants who work in organizations addressing the needs and integrating the local Roma population into the community found great benefit in learning about the relationships among minority groups in Georgia. One participant is working to establish a community center that will offer various services to the Roma minority that will resemble the work of the East Athens Development Corporation with the local African-American community.

## Banking

Croatia strives to improve bank supervision to meet international standards as a precondition to achieving a sound, competitive banking sector to serve the needs of the private sector. Included in this is a need to develop new capital regulations in Croatia to incorporate market risk into bank supervision procedures. Increasing knowledge of market risks and how to supervise them properly in both simple and complex banking organizations was the focus of training this quarter.

- Four supervisors from the Department of Banking Supervision of the Croatian National Bank (CNB) came to the US for a three-week training program. The training was part of an effort to assist the CNB in developing new regulations on risk-weighted capital that acknowledges market risks and conforms to the Basel principles (international standards). The training consisted of a course on Capital Markets given by the Federal Financial Institutions Examination Council, shadowing of examiners during an onsite examination of a complex bank; classroom lectures; and site visits and meetings with US bank supervision agencies.

A week-long bank shadowing experience took place at Farmers' First Bank, through the Pennsylvania Department of Banking Examinations Bureau. Site visits were made to large financial institutions such as Sovereign Bank and Wachovia/First Union Bank; banking agencies such as the Commonwealth of Pennsylvania Department of Banking Examinations Bureau and the FDIC in Harrisburg, PA.

## Association Building

USAID/Macedonia believes that enhancing association management operations will lead to the overall growth and improvement of the services that associations are providing to its members, thus building a solid base for sustainability.

- California State University Polytechnic University, Pomona designed a program to provide members of the recently-formed Association of Retailers of Food Products of the Republic of Macedonia with skills in leadership and management capacity of voluntary associations, including membership and financial management for sustainability, methods of political advocacy, and consensus-building.

The group met with association members and management staff from many organizations, including the Huntington Park Merchants Association, Southland Farmers Market Association, Dairy Deli Bakery Council of Southern California, the Covina Farmer Market Association, and the California Grocers Association, thus exposing them to different organizational structures and management styles. The Macedonian food retailer trainees are featured on the University's website, found at: <http://www.csupomona.edu/~international/training/programs/association.htm> , and a copy of the web page can be found in the Appendix.

## Judicial Reform

Albanian law students learned to argue and defend court cases dealing with serious issues that currently pose the greatest challenges for Albanian society and for the Balkan region as a whole.

- This quarter participants from the Albanian School of Magistrates took part in the Philip C. Jessup International Law Moot Court Competition, the most prestigious competition among law students worldwide. The participants returned to Albania with invaluable skills that will help them effectively prepare to argue and defend court cases of international law, especially regarding civil conflict and human trafficking issues. This simulation of court procedures offered an important opportunity for the participants to test the practical application of their skills. The participants are now equipped to argue and judge a case involving international law according to international standards. Participants are planning to use their experience to train law students, other magistrate students or other legal professionals in effective court advocacy skills or issues of international law.

## Third Country Training

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

Sixteen programs involving 134 participants were managed and took place in Greece, Scotland, Poland, Montenegro, Slovenia, Lithuania, Costa Rica, Croatia, Czech Republic, Hungary, the Netherlands, and Slovakia. As with US training, TCT programs were awarded to providers through a competitive procurement process to secure the best quality training at the most cost-effective price.

To ensure that effective training takes place, World Learning continues to encourage training providers to use a combination of training methodologies including classroom instruction, job shadowing, internships, and observational visits. A procurement process is used to ensure the high-quality, cost-effective training. Here is a sampling of some of the training programs managed during this period:

### Assistance to NGOs: Public Private Partnerships at the Municipal Level in the Czech Republic

Five mayors and four business association leaders from Central Bosnia and the Zenica-Doboj Canton attended a ten-day study tour in the Czech Republic conducted by KNO Worldwide and Centrum Dohody. The program provided participants with working examples of community development centers in local communities in the Czech Republic, in which they had the valuable opportunity to see both successes and failures of the public-private partnership (PPP) model in practice. The objective of the study tour was to ensure participants' commitment to building PPPs in their own communities and clarify the role of business associations/development centers. The participants returned to Bosnia with several new ideas, such as establishing business-development centers and regional agencies, business incubators, and economic-social forums, and new ideas for reorganizing business associations.

### Court and Judicial Reform: Central Land Registry Administration in Scotland

Eight senior officials, including the Chief Registrar from the Central Land Registry of Albania, attended a third country training program on Land Registry Administration prepared and delivered by the Registers of Scotland (RoS). The program took place at the Registers of Scotland's offices in Edinburgh. Albania continues to have difficulties with land registration, which has become an impediment to foreign investment and economic growth. One of the aims of USAID assistance in this area is for the Land Registry to improve its performance by becoming a self-financing, independent agency under the Council of Ministers. The program enabled the Albanian officials to see such an institution first hand, learning about aspects of affordable, effective systems for archiving/updating/maintaining property records, cost-effective management practices,

enhanced customer service techniques, and developing cost based budgets for the Central Office of the Immovable Property Registration System for 2004.

Assistance to the Agricultural Sector: Agricultural Vocational School Administration in Greece

To further USAID's goals promoting private enterprise and increasing the economic value of agriculture in Albania, 11 agricultural vocational school directors and teachers and a specialist from the Albanian Ministry of Education and Science attended a third country training program organized by the American Farm School in Thessalonica, Greece. The training gave the participants a practical look at improved school organization, curriculum development, teaching and evaluation, managing school farms, teaching sustainable agriculture, incorporating ecological principles in the teaching of agriculture, low-input sustainable agriculture, modern teaching subjects, teaching successful small farm management, and connecting agribusiness teaching units with internship programs. The participants will be engaged in compiling recommendations for the Ministry of Education and Science regarding possible changes in curriculum for the 2003/2004 school year. They returned very motivated to introduce more practical and less theoretical teaching methodologies in their schools.



## **Washington, D.C.**

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### **Project Management Activities**

The home office and field offices adapted its systems to comply with new J-1 visa requirements that were effective in mid-February. Guidelines and procedures were developed to ensure the accuracy of Trainet data that initiates the visa application process.

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

- January 17 - Colin Davies, Lisa Posner Olocco and Anita Reichert attended an Implementation Meeting with staff of USAID/EGAT/ED/PP.
- March 13 and 14 - Colin Davies, Ana Budin and Olena Gaponenko attended the National Council of International Visitors conference in Washington, DC. Colin gave a presentation entitled "Identifying Group Training Opportunities" to representative from over 40 CIVs, a number of whom have been identified as potential START training institutions.

### **Training Provider Outreach**

The Resource Center coordinated visits to the PTP office from five 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: International Training, Educational and Business Services (ITEBS); Montana State University; International Diplomacy Council; Bechtel International Center/Stanford University; and Michigan State University.

### **Staff Travel**

On March 14, Patricia Howe traveled to Philadelphia to conduct an end of program evaluation for a group of Croatian Bank Supervisors training with Astrion. A copy of the site visit report can be found in the Appendix.

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

- During this quarter an estimated \$2,707 in U.S. training costs was saved as a result of the PTP competitive procurement process.
- \$57,908 in TCT training costs was saved this quarter as a result of competitive procurement.

**Total Cost Savings.....\$60,615**

## Field Offices

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### PTP/Albania

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

### Success Stories

Please see the USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- Training of Albanian Judges in Moveable Collateral Strengthens Credit Availability  
The system of providing credit to small borrowers has improved, as a result of a series of training programs for judges on the new system of secured financing. There has been a reduction on loan defaults, and cases are now being resolved by mutual agreement. "Now that judges understand it," says a program manager for Partners in Micro-credit, "the law is working and we can continue providing credit to small borrowers."
- Training Leads to Solid Success in Cleaning Up Albanian Cities  
A training program in Hungary has significantly contributed to concrete improvements in the system of solid waste management in several towns. Unsightly garbage dumps have been covered and planted with grass, public trash baskets installed, rubble removed, and the rules are now enforced. Realistic fees for collection have also been introduced allowing the towns to improve their services. Another training program is planned, that will include simple recycling.

### Media Coverage

- A fair of Albanian handicrafts organized by the Albanian Association of Handicrafts with the help of a small follow-on grant received good media coverage, both television and print press. USAID was acknowledged and thanked as one of the sponsors. This grant allowed poor villagers to defray the costs of staying in the capital while they displayed their handicrafts. The fair was visited by a number of high level personalities including the heirs of King Zog and the leader of the opposition, Sali Berisha.
- A USAID-funded workshop to clarify issues of local tax administration for rural administrative areas (komuna) was covered by the newspaper *Panorama* in its February 21 issue. This workshop was the first of eight to be funded through USAID/World Learning's small grant program.
- The publishing of the first tourist guide for the Region of Tirana, which was funded by a small grant, was reported by the media. An article in *Republika* on March 14

acknowledges both the roles of USAID and World Learning as well as the efforts of the Region of Tirana office to produce the guide.

- World Learning/Albania Country Director Matty Thimm was interviewed on March 14 for half an hour live in Albanian on Radio Tirana regarding the work of World Learning in Albania. The radio program from 10-11 am every morning is followed not only in Albania but by many Albanians living outside its borders in Greece, Italy, Switzerland and elsewhere.

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

- The second phase of a nine-month long in-country training called Fostering Business Ethics began for the business community in four main cities.
- Follow-on grants to produce a tourist guide to the region of Tirana emphasizing the outlying districts of Tirana and Kavaja and to train farmers in organic agriculture were completed.
- Two follow-on grants to support activities of the city of Pogradec continued implementation and a grant to provide training to village administrative areas (komune) in local tax administration continued its training phase with a workshop for the rural areas of the district of Durres. The two-day workshop was extremely useful to those responsible for collecting local revenue as it gave them an opportunity to discuss pressing issues and get practical answers to their concrete problems.
- A grant to support a handicrafts Valentine's fair was successfully carried out Feb. 10-14 with good attendance and significant sales for most of the artisans taking part. While 50 producers took part, the grant supported the 20 poorest, who would otherwise have been unable to bear the costs of display space and lodging in Tirana.
- A 13-month in-country training program to establish an Insurance Training Institute continued with a workshop on Insurance trends.
- The Ministry of Agriculture and Food's Directorate of Food Quality and Inspection completed a three-week in-country training program in the use of specialized laboratory equipment for food inspection with the help of two Italian experts.
- A four day in-country training in Long-term Energy Alternative Planning as a follow-on to a US training in December 2002 was held in February.
- A six-month in-country intervention on Media Spots on Market Economy Principles began with the preparation of its first spot.
- New grants were awarded for the following projects: to the Institute for Contemporary Studies to provide training to six communes in the new agricultural land tax administration; to the Judicial Budgeting Office to provide training to district

court budget officers and chancellors in proper procurement procedures in courts; and to the Institute for Contemporary Studies to research and propose improvements in public procurement based on concrete experience of the municipalities of Elbasan and Tirana.

### **Noteworthy Events**

- The sixth annual awards ceremony, marking 10 years of USAID participant training in Albania, was held on January 29, 2003. It was extremely well attended with approximately 90% of the 95 invited training participants attending as well as the Deputy Minister of Agriculture and Food, Ms. Vjollca Ibro. During the past year, participants from 22 of Albania's 36 districts were trained abroad, the highest rate of geographical distribution ever for participant training in Albania. Highlights included talks by US Ambassador Jeffrey and USAID Mission Director Harry Birnholz. Participants especially appreciated the group photo with Ambassador Jeffrey and Mission Director Birnholz. An exhibit of photos depicting various concrete results added to the focus on training for results. In addition to national public television coverage, four other regional stations and two radio stations covered the event.
- The Deputy Chief of Mission, Elisabeth Shelton, hosted a reception for the newly arrived Swedish advisor tasked with establishing an Insurance Training Institute under a thirteen month training program. Representatives from all five Albanian Insurance Agencies as well as the Supervisory Commission and World Bank sponsored advisors attended.
- The first Albanians received J-1 visas using the newly mandated on-line visa compliance system.

### **Cost-Savings Measures**

- \$2,500 was saved by using a reduced M&IE rate for the 12 participants of the Agricultural Vocational Schools third country training program.
- \$882 was saved by using a reduced M&IE rate for the 6 participants who attended a Vegetable Export program in Croatia. An addition \$2112 was saved through the contribution of these private entrepreneurs of their international airfare.
- \$1,960 was saved by using a reduced M&IE rate for the 8 participants who attended a Central Land Registry Management Program in Scotland.
- Careful budget reviews and negotiations for grants resulted in the following savings:  
Public Procurement: \$1,570, Agricultural Land Tax: \$1,190.

**Total Cost Savings.....\$10,214**

## **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Bosnian Multi-Ethnic Governance Training Launches Financial Support for Information and Infrastructure Activities**

The mayor of Odzak Municipality took part in the training programs – for both Bosnian and Croatian mayors – in Hungary, Slovakia and Croatia, programs designed to support the cross-border return of Croats, Serbs and Bosniaks to their pre-war homes. He has now lobbied for funds that he has used to rebuild 120 houses and a school; he has also improved relations between the local government and local NGOs, and opened a Public Information Office. An office of Local Economic Development is now planned.

### **Media Coverage**

- *Oslobođenje* reported on January 4 that Croatian President Stjepan Mesić decorated Mr. Bogić Bogićević, a participant in the Grassroots Party Development training program and member of the Presidency of the former Yugoslavia, with The Order of Prince Trpimir with Ribbon and Danica for his exceptional contribution to the peaceful solution of problems that occurred as the former state of Yugoslavia disintegrated. Mr. Bogićević said that even after all the events of the war, his political principles had remained the same.
- An article in *Dnevni avaz* on January 2 announced that the first School for Public Relations is about to open in Mostar. Mr. Zoran Tomić (participant in Political Party Development training and Effective Parliamentary Committees training) is one of the future School's lecturers. "Public relations are the future of the modern communication era, and the public relations industry is one of the most powerful sectors in the world that absolutely creates numerous trends in the society," Mr. Tomić said.
- The pasta factory Feniks, founded in 1994, is becoming better known, according to the January 9 edition of *Oslobođenje*. The Director of the factory is Ms. Nevenka Lisica (participant in the Women in Business training program in 2000). Feniks established itself not only in the BiH market, but in Croatia, Germany, Sweden and even in the US. They also plan to expand into Montenegro, Slovenia, Kosovo and Canada. This renowned factory has 31 employees, and this number will increase

soon, as every year they improve the quality of products and widen their range and production. Feniks also supplies SFOR and the Army of FB&H, as well as a lot of hospitals, refugee centers and other pasta consumers.

- As reported in *Oslobođenje* on January 21, the donation of three thousands books valued at \$ 72,000 to the Library of the School of Economics, University of Sarajevo is a result of extensive cooperation between the School and the USAID/Private Sector Accounting Reform Project. Prior to this donation World Learning, together with USAID/PSARP, implemented the Continuation of Accounting/Auditing Training of Trainers program in the US in 2001 for ten accounting and auditing professors from six universities in Bosnia and Herzegovina. This book donation will enable the standardization of the accounting curriculum within international accounting standards, and create prerequisites for successful accounting reform within BiH. The donation will have the added benefit of helping BiH students have access to the latest editions of accounting literature.
- An article in *Dnevni avaz* on February 21 reported that during December, due to strengthened tax inspector controls, the introduction of tax numbers and better cooperation with the Tax Administration of Republika Srpska, 121.5 million KM of taxes had been collected in FBiH, an increase of 20%. Mr. Midhat Arifović, participant in the training program Creating Modern and Effective Tax Administration and FBiH Tax Administration Director, pointed out that he is particularly satisfied with the increase in Cantonal tax incomes. According to him, keys to the process were the introduction of tax numbers, required re-registration of companies and special guidelines on the payment of sales tax in cases of trade with unregistered companies.

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

- The Internal Control program, consisting of fourteen one-day workshops starting on January 27, successfully continued during the period of February 4 – 20. Nine workshops were held in February in six cities throughout the Federation of BiH and the Republika Srpska, with 801 participants taking part in February. The total number of the participants in the program was 1,042. Participants were core employees of the new Treasuries at the State, Entity, and Canton levels in BiH; and accountants and managers from the line agencies at each of these government levels. The training was focused on safeguarding the financial and other assets of public agencies. It included not only the objectives and scope of internal controls, but also how they interrelate. The participants will be better able to promote the effective and efficient operations of their organizations, ensure reliable financial information and reporting, maintain compliance with laws and regulations, and safeguard public assets against fraud, waste and abuse. This training was cost shared between World Learning/PTP and the USAID/Public Sector Accounting Project. World Learning was responsible for organizing and monitoring the training, as well as assuring quality control. The training program was part of an ongoing technical assistance activity that USAID/PSAP is implementing in BiH.

- The Training, Testing and Certification Scholarship Program continued with the second group of Course 1- (Accounting-Introduction), with first classes held on March 31. The training provider is the Association of Accountants and Auditors of Republika Srpska, from Banja Luka. Thirty-three participants attended the lectures. The Course is 3 to 6 hours of lectures per week in evenings or on the weekends, over a three-month period (March-June, 2003) and is being held in Banja Luka. The goal of the program is to provide scholarships for the participants (practicing accountants and auditors who are already licensed) taking training, testing and certification program courses in the Republika Srpska, to upgrade their skills so that they may qualify for re-certification. Content and methodology of the course closely follow 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 includes the books and other course materials being used in the universities, with supplementary materials as needed. After completion of required courses the Association of Accountants and Auditors will award participants certificates.

### **Noteworthy Events**

As a result of the October 2002 general elections, several former participants were appointed to high-level government posts in early 2003:

- Mr. Branko Dokić was appointed Minister of Transport and Communication
- Mr. Safet Halilović was appointed Minister of Civil Affairs
- Mr. Izet Žigic was appointed Minister of Transport and Communications
- Mr. Dragan Vrankic was appointed Minister of Finance of the Federation of Bosnia and Herzegovina and the Vice Governor of the Federation Government.
- Mr. Amir Jaganjac was elected President of the Supreme Court

### **Cost Saving Measures**

\$390 was saved in airfare cancellation fees when a participant was unable to attend a third country training program and WL/BiH's travel agent secured a full refund of the ticket after the cancellation deadline.

**Total Cost Savings.....\$390**

### **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details of the following Success Stories reported during this quarter:

- US Models Improve Training of Bulgarian Judges and Court Personnel

A US program for the trainers from the Magistrates Training Center has resulted in the introduction of new techniques, following the American model. New training modules have also been introduced, and an instruction manual developed. And for the first time a joint training program was held for both judges and clerks. A clerk at the Sofia Regional Court said, "This training changed our way of thinking. Reform has to happen, and we are trying to do our part."

- Municipality Gives Bulgarian Citizens Voice on Tax Spending

Municipal leaders who attended a training program in Tucson on increasing transparency and accountability have put what they observed into effect. Peshtera municipality, for example, now has information on budget issues on its public web site, and council meetings are now open to the public. The chair of the council summarized the new approach thus: "The more transparent we are, the better it is – including for us at the municipality – because people then trust us."

- New Banking and Financial Services Debut in Bulgaria

Returned participants continue to work on stabilizing the Bulgarian banking system. One has revised the method of bank management reporting; another has used his enhanced knowledge of risk management to introduce new financial services at his bank; a third is conducting courses for bankers on mutual funds and pension funds, as observed in the U.S.

- Roma Children in Lom, Bulgaria Expand Opportunities and Improve School Preparedness

New educational programs have been introduced in Lom, an area with a more than 60% Roma population. The Center for Roma Children has been reorganized and increased its outreach, along the lines of a center that participants visited during their training in Slovakia. New educational modules for Roma children have also been introduced into the school curriculum, a program for disabled Roma children has been set up, and a Small Grant is being used to provide vocational training.

- Parliament Reaches Out to Children – the Future Leaders of Bulgaria

The Parliamentary Information Center has made great strides among youth in its efforts to promote citizen involvement in the lawmaking process. Guided tours of the National Assembly are now organized for school groups, and a booklet for young Bulgarians entitled *Our Parliament* is now freely distributed. Visits to schools by Members of Parliament, with question-and-answer sessions, have also been initiated.

- Training Results in Expedited Case Management in Bulgarian Court

The chair of the Smolyan Regional Court immediately put into effect the Action Plan he had developed during his US training program in law court management. Within a 3-month period his court completed all of the 43 backlogged cases, including one that dated back to 1993.

- Important Steps Taken Towards Concessioning of Bulgarian Airports

Officials from the Ministry of Transportation attended training in London and Madrid during which they observed the process whereby concessions are sold to private companies to operate various activities in the countries' airports. Based on their Action Plan, they prepared a concession analysis, and the Ministry is expected to announce soon the tender process for Burgas and Varna airports. A director at the Ministry said, "We

were given the unique opportunity to verify our knowledge and ideas with experienced and competent experts so that we can be more confident in our future actions.”

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

- Local Networking and Partnerships for Community Development was conducted in two modules: in the town of Stara Zagora January 8-12 and in the town of Ribaritsa January 19-22. There were approximately 60 participants from 15 different communities that host USAID-funded telecenters and USAID-funded community funds. The broad goal was to help these two groups of community leaders and key representatives further develop their skills, knowledge and awareness regarding the benefits of and resources for partnerships at the community level and between communities. Training was 100% outsourced to the Stara Zagora Regional Economic Development Agency. WL staff Kostadin Evstatiev and Miglena Mladenova attended parts of the training program for monitoring and evaluation.
- Information and Communication Technology for Disadvantaged Groups was conducted for approximately 25 participants in the village of Kmetovtsi near Gabrovo March 5-9. The goal of the training was to help 10 USAID-supported telecenters and several USAID-supported social enterprises expand their ability to market to and serve clients from a wide range of disadvantaged groups, including people with physical and other disabilities, minorities and children living in orphanages. The program included discussion of concrete technologies and products, as well as methodologies. Training provision was 100% outsourced to the Center for Independent Living. WL staff Miglena Mladenova and Kremena Natcheva traveled to the training site for monitoring and evaluation.
- On March 19, Training Assistants Kristina Grozdilova and Kremena Natcheva traveled to the town of Samokov for a small grants monitoring visit. They observed a workshop to prepare an ecotourism entrepreneur’s handbook as part of the grant, “Supporting Nature is Supporting Yourself - Creating Future out of Ecotourism.”
- On March 13, Kristina Grozdilova and Margarita Issaeva traveled to the town of Pravets to monitor the small grant “Traditional and On-line Training Courses for Underprivileged Children from Small Villages by Enlargement of Pravets PC3 Telecenter City LAN.” They observed a children’s lesson about web communications in business and life. The children were taught how to create their own email accounts, how to use them appropriately and how to search for specific information on the Internet.

### **Noteworthy Events**

- Mr. Valentin Tserovski, a participant in third-country training in NGO-Government Partnerships in June 2002, recently became Minister of Regional Development and Public Works. Previously he was a Member of Parliament.

- Ms. Petya Gegova, a participant in US training in Strategic Public Sector Negotiations, May 24 – June 8, 2002, was appointed to the position of Deputy Minister of Regional Development and Public Works. Until then she was an elected Member of Parliament and member of the parliamentary committee for Local Government, Regional Policy and Public Works.
- Using small grant funding, on January 28 Mr. Ilcho Dimitrov officially opened the first Internet club in the Roma neighborhood Iztok in the town of Kjustendil. Mr. Dimitrov was a participant in an in-country event, Roma Business Training, in November 2002. The Internet club is called Rom@net, possibly the first in a Roma district in Bulgaria, and will offer training and services for Iztok's population of 7,000.
- On February 14, USAID/BG Mission Director Debra McFarland approved the FY03 PTP Training Plan, with 30 training intervention concepts and a small grants allocation at a total estimated program cost of \$1.43 million. World Learning staff coordinated collection and clarification of more than 60 concept proposals and participated in the deliberations of the Mission's Human Capacity Development Committee, which recommended the Plan for approval.
- World Learning/Croatia Program Manager Zvezdana Batkovic visited World Learning/Bulgaria March 17-21 to learn how the office manages the small grants program. This was an excellent opportunity for both offices to learn about each other's best practices. The trip was funded entirely by the World Learning Staff Exchange Program which is supported by private, non-US government donations.

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

- \$363 was saved in airfare for the third country training on Conciliation Commissions II
- \$1,490 was saved in airfare for the US training in Constituency Advocacy
- \$2,400 was saved in airfare that was cost-shared for the US training in Constituency Advocacy
- \$772 was saved in airfare for the US training in Food Safety
- \$1,370 was saved in reduced M&IE rates for the TCT in Conciliation Commissions
- \$663 was saved in airfare for the third country training Courses for Deposit Insurance Fund
- \$756 was saved in reduced M&IE rates for the third country training Courses for Deposit Insurance Fund

**Total Savings.....\$7,814**

## **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 USAID Participant Training Website <http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **US Electric Distribution Methods Applied in Croatia**

Small grant funding was used to purchase an inexpensive alarm system, often used in the US and observed during a training program in Missouri, that was installed in one of the war-damaged regions of Croatia. This warns the main office of the state electric utility company of any power outages, so immediate remedial action can be taken.

### **Media Coverage**

- Numerous press articles about labor law reform appeared in January during the in-country training on Labor and Legislation. The trainer, who is Irish, was quoted as saying that Ireland's joining the EU was a key factor in introducing reforms and that he hopes that Croatia will follow suit.
- Several press articles also appeared in February on the topic of the Media Mindset Conference held in Opatija.

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

- Labor Legislation and Social Policy was held January 18 in Zagreb for 3 participants. The training was provided by a consultant, John Travers, of Ireland and supported the Ministry of Labor and Social Welfare and the Government office of Communications. This training and consultation provided the Minister, Deputy Minister and Spokesperson with a conceptual framework and with specific country experience to educate journalists and policymakers on labor legislation, including labor flexibility, European Union standards, the ILO, as well as an overview of all labor legislation adopted by Croatia over the past 4 years. The Ministry of Labor must work with its social partners to develop legislation to be enacted in 2003.
- Media Mindset and Public Awareness was held January 31-February 2 in Opatija for 34 participant journalists. The trainers/lecturers included the JE Austin Advisor for Competitiveness, the USAID Officer in charge, the President and Members of the Croatian National Competitiveness Council, representatives of the Croatian Employer's Association and Croatian Trade Unions, and representatives of the Wood

and Tourism Clusters. This training program addressed the problem of a poor and often adversarial relationship between the private sector and the media. Through this training, participants were expected to gain a clear understanding of competitiveness, its goals, objectives and its potential impact on the standard of living for all Croatians and achieve a closer and more productive relationship with business. The goal of this training was to encourage more accurate and balanced reporting of business and economic news, particularly relating to policies and strategies that support competitiveness.

- Environmental Management Accounting took place in Zagreb March 26–28. The training provider was Research Triangle Institute and the training objectives were to understand the environmental accounting framework; differentiate between traditional accounting and the environmental management accounting; identify possibilities for using environmental accounting; and to apply cost allocation and investment appraisal.

### **Noteworthy events**

- The first small grants activity concluded with Mr. Stipe Jolic's completed Handbook on Relations of the Trade Unions With the Media and the Public. Both USAID and World Learning logos are printed on the first page of the book. Mr. Jolic gave one book to World Learning and one to the USAID as a present and he expressed his gratefulness for the grant funding that assisted in getting the book printed. An event was held on February 22 to present and promote the book.
- World Learning/Croatia's Program Manager, Zvezdana Batkovic, attended a one-week staff exchange program in Bulgaria, March 17–21, in order to gain additional professional experience in managing the small grants program in Croatia. The trip was completely funded by private, non-US government World Learning funds.

### **Cost-Saving Measures**

- \$20,000 was saved on the Sustainable Tourism study tour in Costa Rica by successfully negotiating the trainer's fee as well as costs of accommodation for 10 participants for the two-week program.
- \$518 was saved by obtaining a cost-share of international airfare by a participant's employer for training in the Czech Republic and Hungary
- \$3,000 was saved by obtaining a cost-share from Deloitte Touche Tohmatsu – Croatian Enterprise Promotion, the USAID implementing partner for the Environmental Management Accounting in-country training program. The savings resulted from use of the partner's conference room, equipment, local consultant's assistance, and photocopying.
- \$1,389 was saved in overall program costs for two participants by obtaining a cost-share from MSI, the technical assistance implementer for the Dutch Economic and Social Council Group.

- \$1,760 was saved on interpreter fees for the same program since MSI provided interpreters for the program.

**Total Cost Savings.....\$23,518**

### **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 USAID Participant Training Website

<http://www.usaidtraining.net/databases.htm> for full details on the following Success Stories reported during this quarter:

- **Macedonian NGO Applies New Fund-Raising Techniques**

An analysis of the country's Citizen Support Organizations showed that the two priority skills for these NGOs were self-financing and fund-raising. A training program in New York followed, and the participants immediately put what they had learned into practice, holding the country's first fundraising raffle during the Skopje NGO fair. An exhibition of old photographs was also organized, raising funds to run workshops for young ecologists and raise public awareness of environmental concerns.

### **Media Coverage**

- The daily newspaper *Dnevnik* reported on January 28 that designer Biljana Klekackoska would be exhibiting her jewelry at the International Gift Fair in New York that week. Concurrent with the fair, Ms. Klekackoska also attended USAID-funded training to prepare her and other participants for future exhibiting and exporting to the US market.
- The January 13 edition of *Fakti* featured Mr. Havzi Mustafa, who attended USAID training in the US and Slovenia, discussing his team's assessment of secondary education in Macedonia and ways to remedy current problems. During the study tours in both countries, they studied the systems of vocational education, learning ways to increase the flexibility and preparedness of Macedonian students upon their entrance into the labor market. Following the training, Mr. Mustafa paid an official visit to the Minister of Education to convey to him the importance of the secondary education initiative sponsored by USAID. The Minister expressed his readiness to support reconstruction and reform of the secondary education system in Macedonia.
- US training contributed to a Macedonian advertising firm's success at a media fair in Novi Sad, Serbia and Montenegro, as reported by *Utrinski Vesnik* on March 11. IDEA plus DDB won two prizes at the second Media Fair and the first International

Fair for Advertising, in the category of TV commercials. They won a prize for Originality for the commercial produced for the firm Mobimak and its pre-paid telephone call system. IDEA plus DDB won an additional special prize for a public interest campaign, with the commercial designed for the Ministry of Interior dedicated to the prevention of children's usage of firecrackers. The firm's Executive Director and Account Manager attended US training in 2002 in Marketing and Promotion.

- According to the March 8 edition of *Dnevnik*, activists from the Macedonian NGO "Trust," whose Executive Committee attended USAID training in Romania, made more than 1,000 paper bags in different sizes, copperplate engravings, decorative flowers, greetings cards and other types of ornaments and exhibited them for sale at the Skopje City Council hall as part of a re-socialization campaign organized by ex-drug users.
- *Utrinski Vesnik* reported on March 10 that a Memorandum of Understanding was signed between the Government of the Republic of Macedonia and the Association of Units of Local Self-Government (ZELS) as part of a decentralization movement to more efficiently serve citizens. Members of ZELS and members of the Finance Officers Association of the Local Government and Public Enterprises of the Republic of Macedonia (AFO) attended US training in Building Effective Municipal Associations in 2001.
- The March 27 edition of *Utrinski Vesnik* featured the first Women's Parliamentary Club to function within the Macedonian Parliament that was recently established and promoted in public. Three former USAID trainees deserve credit for this move forward in gender awareness including the Coordinator of the Women's Parliamentary Club and member of the Macedonian Parliament, Ms. Eleonora Petrova-Mitevaska; the Vice-President of the Parliament of the Republic of Macedonia and the Coordinator of the Women's Lobby, Ms. Liljana Popovska; and Program Coordinator of the NGO Association for Emancipation, Solidarity and Equality of Women in Macedonia – ESE, Ms. Daniela Dimitirevska.

### **Noteworthy Events**

- Mr. Zivko Mitrevski, a returned participant who received training in Negotiation for Local Union Leaders in 2001, presented his book *Trade Union Challenges* at an event on January 29. Now President of the Union Organization for the Municipality of Bitola, Mr. Mitrevski cited his US training for helping him to expand his knowledge of how trade unions function in foreign countries.
- On January 31, four returned participants presented their team's recommendation for interventions in the Macedonian education system, following their assessment and training in the US and Slovenia in December. The team closely examined the Macedonian system of secondary education, both in general and vocational schools, including factors that affect responsiveness of the education system to the needs of a

21<sup>st</sup> century market economy. Representatives of bi-lateral and multi-lateral aid organizations attended the event. Based on recommendations from the assessment, in partnership with the Ministry of Education and Science and other stakeholders and donors, USAID/Macedonia will develop a sustainable long-term education program in 2003.

**Cost-Savings Measures**

- \$8,000 was saved on airfare by obtaining cost sharing from participants in Retail Association training in the US.
- \$233 was saved on discount group hotel reservations for participants in the Roundtable on VAT
- \$966 was saved on the third country training program on Professionalization of VET Schools in Slovenia and Lithuania by obtaining a group rate on airfare and by translating some training materials in-house.

**Total Savings.....\$9,199**

## **APPENDIX**

- **Web page featuring Macedonian food retail participants who trained at California State Polytechnic University, Pomona**
- **Site visit report for Bank Supervision group by Patricia Howe, March 14, 2003**

**Trip Report to San Francisco and Stanford University**  
Bulgarian Information Technology and Software Development Group  
November 6-8, 2002  
Colin Davies

I spent three days with the group, and accompanied them to their meetings. I stayed in the same hotel in Stanford as them, traveled in the van with them, and had dinner with them. I had the opportunity to get to know them, and also to observe all aspects of the training program. They are a high-level, focused, and motivated group.

Accommodation, transportation, logistics

The hotel was fine, and a shuttle bus was provided to take the participants to the Stanford campus. The International Diplomacy Council had also hired a bus (with a very helpful driver!) to take the participants to their meetings, and on shopping expeditions etc. All these arrangements worked extremely well. Yelena van Immerzeel-Kharitonova accompanied the group at all times, as did either Juliane Mittman from IDC or Marilyn Herand from Stanford. Plainly both institutions have a great deal of experience in handling international visitors and participants.

Training Program

I was very impressed with Paul Frankel, the training facilitator. He is experienced and knowledgeable in this field, and I thought did an excellent job summarizing the presentations and relating the information to the Bulgarian situation. Jeffrey Steen also accompanied the group to the GBN workshop, and played a very useful role as an additional resource.

Briefly, the meetings I attended were:

Day 1: Global Business Network (part of the Monitor group). This is a very high-powered organization, that includes among its members 150 Fortune 500 corporations, foundations (Kellogg, Rockefeller, Council on Foundations), Library of Congress, CIA, World Bank and the National Education Association. The day workshop that was held here would normally have cost tens of thousands of dollars! The coordinator, Jonathan Star, and the participants looked at the future of the IT industry, and its role as a catalyst for growth in other industries. They identified trends in society, economy, technology, environment, politics, and looked at the external and internal factors that may influence the Bulgarian IT industry. The participants finished by conducting, in groups, a 'table-top' exercise, planning a competitive strategy.

Day 2: Chris Handley holds an extremely important position at Stanford University, that of Chief Information Officer (his office has an annual budget of \$8.6m. and a staff of 600). At our meeting he gave an overview of Stanford's huge array of IT activities, including discussions of outsourcing and relationships with vendors.

City College of San Francisco (a community college, with over 90,000 students). We met with Thomas Boegal, chair of the computer science department and with some of the other department chairs. They gave us an overview of the classes offered in technology and distance learning.

At the Bethany Center (which provides housing for low-income senior citizens) we saw grandparents and grandchildren working together on computers donated by corporations – an example of corporate responsibility in action.

In the evening the participants were the guests of honor at the monthly Pub Talk, where they had the opportunity to meet with 100 executives and investors.

Day 3: We went to Rational Software (a company with 3,500 employees and 80 offices worldwide), and heard a presentation from John Lambert, VP and General Manager, and Per Kroll, Director of the Rational Unified Process, of Rational Software. They reviewed marketing and investment, and looked at models of project management

Bryan Butler, patent attorney from 3 Com corporation, gave a presentation on patents, copyrights, and patent prosecution.

#### Mid-Course Evaluation

I met with the group privately, and discussed all aspects of the program. Between meetings and on the van trips I had also had the opportunity to speak with them individually.

Regarding the hotel, transportation, logistics, and the resolving of personal problems, they had no concerns (no one had any particular personal problems).

They also told me that they were happy with the schedule and the agenda. However they did have some concerns regarding the focus of some of the presentations, and so I asked Paul Frankel, the facilitator, to join us.

They wanted the presentations to focus more on the IT/business environment that exists in Bulgaria at the moment. (Actually I thought that Paul had been doing a very good job tying the presentations to the current Bulgarian scene, and I thought that the presenters had shown considerable awareness of the need to make their presentations relevant and appropriate). Paul said he would remind speakers of this. He also gently reminded the participants that the onus was on them to ask questions specific to their situation.

The participants requested a presentation specifically on how global trends will affect the development of the Bulgarian IT industry. Paul said he would ask William Miller 'the founder of silicon valley', who had spoken to the group earlier and who is scheduled to speak to them on Thursday, to address this. He said he would use his contacts to try and find additional speakers, and also asked the participants to use their contacts to try to arrange meetings with Xerox and Cisco to discuss the future of the industry.

Meetings with investors were also requested (the Bulgarian business plans are not yet finalized, but the group want to meet with venture capitalists to run some ideas by them). Paul pointed out that meetings with venture capitalists such as 3Com are planned for Thursday afternoon. One of the planned meetings has been cancelled, but Paul will try to get more.

I thought that Paul was very sympathetic to, and responsive to the group's requests, and he has a clear understanding of the issues involved in balancing the group's interests with those of the very busy, influential and high-level leaders from major corporations, that he has managed to secure as presenters for this training program.

**SITE VISIT REPORT**  
**Local Government Citizen Participation – CROATIA**  
**November 30 – December 13, 2002**

**TRAINING INSTITUTION:** Cleveland State University

**LOCATION:** Cleveland, Ohio

**DATES OF VISIT:** December 12-13, 2002

**WORLD LEARNING PROGRAM OFFICER:** Renee Gifford

**PARTICIPANTS:** Zoran Buneta, Stjepan Gula, Dubravka Kanoti, Katica Kratzl, Ksenija Linić, Borjanka Metikos, Doris Sajn, Snezana Sikiric, Bozidar Tomašek, Ruzica Nadj-Friscic, Robert Baus

**PURPOSE OF VISIT:** To observe Action Plan presentations and evaluate the program

The participants of this program were mayors, employees of public administration offices, and consultants of the municipalities of Rijeka, Bjelovar, Crikvenica, and Varazdin in Croatia. The overall goal of the program was for the participants to become familiar with ways in which citizens participate in their local government's financial management and economic development efforts.

The main training objectives of the program were to increase awareness of the need for citizen participation and to learn various citizen participation tools. The program also focused on how to improve the effectiveness and communication of local governments to both citizens and the central government. To carry out the training, the participants spent two weeks in Cleveland, Ohio and Chattanooga, Tennessee. They visited city planning and development organizations, civic centers, chambers of commerce, city councils, and universities. During these visits they met with a variety of community leaders, government officials, members of city council, and professors. They also had the unique opportunity to attend a networking meeting at the Croatian American Business Association's Dubrovnik Center in Cleveland.

**The Training Program**

The participants arrived in Cleveland on December 1st, one day late due to a flight delay in Amsterdam, and were met at the airport by their facilitators, Thomas Cozzens and Mark Chupp.

An orientation was conducted on Monday, December 2<sup>nd</sup> via telephone during which administrative details were discussed and explained, such as a briefing on the START-PTP program, the procurement process, HAC, etc. Cleveland State University provided participants with a detailed daily schedule. Afterwards participants were oriented to the CSU campus and attended a session on community participation in waterfront development.

Other initial sessions in Cleveland consisted of an overview on intergovernmental relationships in the US, an action planning overview, and a meeting with the Director of the Center for Neighborhood Development to learn about citizen participation tools.

The next portion of the program consisted of site visits to Cleveland Heights, a city in Northeast Ohio that has implemented successful changes in economic development, infrastructure, and public service through citizen participation. Participants visited with the community relations director, city manager, and city planning director to discuss the role of local government and public/private partnerships. They also visited the community recreation pavilion to learn about building taxpayer support for senior services and recreational facilities. In addition, they visited the civic center and Coventry Village Special Improvement District.

Other sessions planned in Cleveland included the role of urban universities in citizen participation and a tour of the Rock and Roll Hall of Fame to learn about its role in the success of the waterfront development coalition and as an 'Experience America' activity. The Croatian American Business Association hosted the participants for a dinner one evening at the Dubrovnik Party Center and Museum in Eastlake, Ohio to exchange views on business conducted in the US and Croatia.

Over the weekend, the participants visited Shaker Square. They learned about the redeveloping of an urban retail district through the leadership of a local NGO and were joined for lunch by Paul and Sojna Unger, the founders of the Unger Croatia Center for Local Government Leadership at Cleveland State University.

On Sunday, the participants flew to Chattanooga, TN, for the next segment of their training. They traveled with their co-facilitator, Mark Chupp, and were greeted by Sally Robinson, Chattanooga City Council.

While in Chattanooga, the participants had meetings on public and private partnerships at work, public workshops as a means for neighborhood revitalization, and took a tour through the Development Resource Center. They attended a city council meeting and were lead in a discussion with representatives by the chairman of the city council. They also met with the president of the Chamber of Commerce to discuss economic growth plans, and with the president of the Convention and Visitors Bureau to learn about business professionals representing local attractions. Finally, a professor at the University of Tennessee-Chattanooga discussed the importance of citizen involvement in education. The focus was on a new downtown public elementary school build with private funds. Afterwards, the participants took a tour of the school.

After the group's return to Cleveland, the week ended with the action planning and managing change sessions, presentations of action plans, and an evaluation on Thursday. On Friday morning, an awards and recognition breakfast was held together with all trainers and staff of the program prior the group's departure that afternoon.

#### **Site Visit in Cleveland – Action Plan Presentations**

The participants began with their Action Plan presentations, which were extremely thorough and detailed. Examples of actions to be taken by individuals include the development of better youth events in Varazdin; starting a TV show to motivate citizens and creating a park beautification program in Rijeka; creating a shelter and protection plan for victims of domestic violence in Bejlovar; and building docks in a public seaport to prevent the damaging of public property in Crkvenica. The participants had worked in subgroups based on the towns that they represented, but each created an individual plan.

### **Observations**

The amount of work the participants put in on their Action Plans was impressive. The diversity of their plans reflected the diversity of occupations that the participants held and the towns in which they represented. They ranged from Deputy Mayor to Legal Advisor to City Planning Consultant in both coastal and highland regions. Paul Unger came to listen to the presentations and offered his encouragement. It was evident from both his communication and the facilitators' assistance to the participants in their planning that they understood the situation in Croatia and knew how to guide the participants. They seemed pleased with the plans and in addition, participants offered feedback to each other on their plans.

### **Site Visit – Evaluation**

The remainder of the time was spent on an evaluation of the project as a whole. The participants reported that all objectives were met during their two-week stay. They were especially pleased with the specific examples that they received. They were curious about everything, however, they said the meeting with the city planner of the Cleveland Heights district was most beneficial. The group enjoyed how he explained his methodology and put himself in the citizens' shoes. The meeting with the city council in Chattanooga was also impressive. The participants cited an example of a ruling against a hair salon that gave them a clear demonstration of how citizen participation operates in the US. In addition, a second meeting was requested with Dr. Vera Vogelsang-Coombs, the director of Leadership programs at Cleveland State University's College of Urban Affairs, due to widespread interest of the group. Overall, all meetings were said to be useful and interesting. The balance between practice and theory was said to be appropriate. The group all agreed that they learned that an individual's vision must be combined with the involvement of their community to be successful, and this was reinforced throughout the program.

Since some participants had not traveled to the US before, they recommended adding an introduction on how the US local, state, and federal government is organized. This would be helpful in placing what they learned into context.

Thomas Cozzens and Mark Chupp, the co-facilitators, were both reported to be excellent. They made every effort to assist the participants and make them feel welcome in the US.

Hotels, ground transportation, and facilities were said to be comfortable and met the needs of each participant.

For their Experience America activities, the participants enjoyed visiting an I-Max theater, the Rock and Roll Hall of Fame, an aquarium, the Shaker District in Cleveland, and shopping malls.

### **Observations**

This was Cleveland State University's first program with World Learning. Their cautious effort to meet all RFTP requirements in both their proposal and daily schedule ensured that the program operated smoothly. They were highly responsive to the participants' needs and plan to continue assistance to the group through CSU's partnership with the University of Rijeka. In the spring of 2003, a delegation from CSU (including Thomas Cozzens) will travel to Croatia to work on setting up a public administration masters degree program at the University of Rijeka. In addition, they will meet with the participants during their visit.

Their vested interest in Croatia is reflected through CSU's Unger Croatia Center for Local Government Leadership, so their selection as a training provider was highly appropriate. It was a pleasure to work with the staff of CSU. During the site visit, it became evident that the participants and their trainers worked well together and developed a lasting partnership.

## **TRIP REPORT**

### **MEDIA ENTITIES AS BUSINESS II**

**Location:** Washington State

**Training Provider:** Global Education Services

**Report by:** Michael Wenzler, Country Director PTP-BiH

**Monitoring Dates:** November 04-14, 2002

**Overview:** While on leave in Seattle I took the opportunity to spend time first with the training provider, GES, and then with GES and the Bosnian participants in both Seattle and Yakima, WA. It was my first chance to speak with GES directly, in person; I already knew all the participants from the pre-departure meetings while in BiH. The participants, all senior managers and each a part of a major television network in BiH, were very active in all aspects leading up to the training and during the short time I spent with the group in the USA.

**The Training Program:** The training program was divided into three main components: Financial and General Management; Television Programming and Promotion; and Advertising and Sales Management. The participants were to study modern techniques to operate their companies based on clear financial planning and controls. Product development (both the broadcast schedule and individual programs themselves) based on market supply and demand (with specific information on how to do so in a poor economic environment) was also a major focus area.

**GES:** WL and GES had worked together previously, with a very similar program having been implemented through GES the year before. The reviews from that program were excellent, with cooperation and professionalism rated very high.

Prior to the group's arrival in Seattle I met with GES to review the planning process and discuss the upcoming training schedule. Richard MacLean, Director of GES, expressed his concern over the timing of the visit, which fell during "sweeps" month. This matter had been raised previously by GES but deemed manageable at that time. When meeting with Richard, however, it became clear that he was far more concerned about the issue than we had previously understood. From WL's side I explained that his first notification about the sweeps came very late in the process, after the schedule had already been changed once, and we were not willing to make further changes given that GES had advised that the program could go ahead without difficulty. Richard was of the opinion that WL should have been aware of the sweeps, since a similar program had been done the year before, and therefore should not have requested training dates at that time. We agreed to hope for the best. Other than this one issue the meeting with GES went smoothly.

**Seattle:** Having arrived in Seattle two days prior, the pax were anxious to get started on Monday, November 11, the first day of training. Once underway, the orientation segment presented by GES was very thoughtful, interesting, and informative. The group was then given the chance to introduce themselves and to discuss their expectations for the program. One member of the group noted that the cultural events schedule seemed somewhat lacking in activities. GES assured the group that they would have plenty of opportunities to take advantage of both group and individual activities, tours and cultural event. The group had several training sessions in Seattle that I did not take part in.

The Courtyard Marriott hotel in Seattle was well situated, just outside the downtown area in a scenic part of the city, close to several interesting neighborhoods. The pax took it upon themselves to arrange and pay for individual rooms. It is believed that they did the same at other hotels during the trip.

**Yakima:** After a full day of training in Seattle the group traveled to the eastern Washington city of Yakima. I met up with the group in the evening. Day four was spent at the CBS television affiliate in Yakima, KIMA. Following introductions with KIMA's general manager the group was given a tour of the station. The group had the chance to visit all departments and converse informally with the staff of this medium-sized TV station. A sandwich buffet lunch was prepared by the KIMA staff and everyone at the station who could, joined the group for a Q and A session. The KIMA staff were keenly interested in the workings of the BiH TV network.

The afternoon schedule focused on financing and budgets, operating costs, and sales. The two stations (KIMA in Yakima and Mresa Plus in BiH) had much in common, mainly that they were both medium-sized markets in economically-challenged regions. The group completed its work in Yakima and then proceeded to the Tri-cities area of eastern Washington before returning to Seattle the following day.

**Conclusion:** Over the course of the two weeks I was in Seattle I spent a total of two days with GES and the group; half a day at the GES office, and a day and a half with the group. My overall impression was that GES was a highly qualified and professional organization. GES had put together a program that was well tailored to the specific needs of the Bosnian delegation, in terms of scope, content, and diversity of activities. Any impediments to the program that may have occurred due to sweeps was not apparent to me.

In the end, the program received high praise from the pax. As I had suspected, the initial hiccups were just that, and the group was thoroughly satisfied with all aspect of the training. GES was very accommodating to all requests by the group. Hotel and logistics seemed well organized and appropriate.

**Note to file: UST Local Government Responsiveness to Citizens  
7 – 21 September 2002**

*4 articles as described below, translated from Bulgarian by Kremena Natcheva and Margarita Issaeva,  
WL*

- 1. Coverage appeared in “Flag,” the Pazardzhik Region Daily September 9, 2002 (while training was in process)**

#### **Municipal Council Chair on Training in the US**

The Chair of Peshtera Municipal Council Krassimira Stoimenova left for Arizona, US as a member of a group comprising 11 municipal administration representatives from the cities of Vratsa, Madan, Tryavna, Tsar Kaloyan, Kaolinovo, Devin, Troyan, Pomorie, Maritsa, and Razgrad, as well as staff of the National Association of Municipalities in the Republic of Bulgaria (NAMRB). For 15 days the group will be trained on a program focused on “Local Government Responsiveness to Citizens.” The concept of this training was developed by the NAMRB Board of Directors while funding is provided through the US Agency for International Development.

As a result of this training, a program for the tax reform in Bulgaria will be developed with a particular emphasis on providing information to citizens on their contributions. Krassimira Stoimenova has promised to give an interview for the municipal newspaper upon her return.

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- 2. Follow-up in “Flag,” October 4, 2002 (after training)**

#### **Councilors are Elected through an Absolute Majority Vote**

**Cities are managed in accordance with a charter.**

Peshtera Municipal Council Chairperson Krassimira Stoimenova has recently returned from the USA. As part of a group comprising her counterparts, mayors and finance specialists who are municipality representatives of 11 Bulgarian cities she attended a training in Tucson, Arizona. The concept of this training was developed by the National Association of Municipalities in the Republic of Bulgaria (NAMRB). (Flag wrote about it earlier.)

The main topic of the training, financed by USAID and implemented by World Learning was local government responsiveness to citizens and government transparency.

The participants acquired knowledge in the areas of the American system for local government, financial accountability of the city councils, the transparency of the collaboration between the local authorities, citizens and the nongovernmental organizations.

**Mrs. Stoimenova was interviewed by one of our reporters.**

**Q: Mrs. Stoimenova, what has impressed you most in the work of the city councils in the US?**

**A:** The exceptional transparency. The participation of citizens in government is guaranteed by the constitution. By virtue of the basic law in the USA, the city level of government in the USA is equivalent to municipal government in Bulgaria. The cities’ government is settled by a charter passed through a referendum. The charter regulates the number of city councilors, the government structure, the election procedures for councilors and the mayor, their authorities, the tolls and charges and so on. For example in Tucson whose population is around 600 thousands, six municipal councilors are elected through an absolute majority vote to represent the city’s corresponding

districts. In Casa Grande, with population of 27 thousand people, the number of councilors is 6, in Arizona's capital - Phoenix, where the population is 1.3 million their number is as small as 9. In my opinion there is no better way to elect councilors democratically and ensure that they will be devoted to protect electorate's interests.

**Q: What is the councilors term of office?**

A: Their term of office is 4 years as it is in Bulgaria. For some of the councilors partial elections are held in every two years in order to achieve government succession. Besides the councilors, the mayor is also a member of the city council as well as its chairman, but he only plays a representative role. The real authority is carried out by the a City Manager who is elected by the city council through a simple majority vote.

The city councilors and the mayor take their remuneration as a fee. In Bulgaria the municipal councilors do not take any remuneration at all.

**Q: Can you give us more details about the government transparency in the city councils?**

A: The councilors work in close cooperation with the citizens and discuss together the provisions that are to be voted on. The City Council's sessions are held every other Monday of the month in a 150-seat hall. The sessions are broadcasted through a TV channel and there is a replay during the week. Those who are present can make a statement in 5 minutes time about a problem chosen by them. Before the beginning of the sessions all who will make statements have to fill a blank with their name and address. Decisions are not taken immediately after the statements but are taken in mind at the city's government.

**Q: Which of the practices in their government can be applied in Bulgaria?**

A: I am convinced that the citizen participation in the preparation of the city council's decision making process are a prerequisite for their successful implementation. I don't see any problem in the city councilors' election through an absolute majority vote and at the same time in the citizens participation in their sessions and their expressing point of view. People have to be informed about our work through Internet, libraries and the mass media.

People can participate through nongovernmental organizations as well. In Tucson there are regional associations and other voluntary organizations registered in the municipal administration that are actively working. They are helping the local authorities in the decision making process, sometimes providing alternative means for problem solving.

Everything in the USA that does not contradict to the Bulgarian legislation can be applied in Bulgaria in order to improve the work of the municipal councils.

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**3. A similar announcement (16 September) followed by an interview (7 October) appeared in the weekly newspaper of the town of Peshtera, "Rhodopi Sparkle."**

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**4. The event made the headlines on the cover page of another regional daily, "Maritsa" (October 17, 2002), where a full-page interview focused on citizen participation in the decision-making process in the United States.**

**Vecernji list**  
**Saturday, November 9, 2002**

## **Half a billion Euro from white slavery**

Towards the end of the "path of foggy windows", the jargon term for the windy road to Vodna, a mountain with a view of one of the most beautiful vistas of Skopje, there is a sign-post for the night club 'Panorama'. On the board leading to it there are no signs that, as is the case in the 140 others just in the areas of Gostivar and Tetovo, the main requisite there is a pole and that the male clientele are entertained with dancing - and other activities - by white slaves as their best advertisement is word of mouth and security from surprise police raids.

'Panorama' can assure this since the owner, better known as Sokol (falcon), is the brother in law of the up until now Minister for Interior (MUP) Ljuben Boskovski. With this sort of influence by an owner upon keepers of peace (read: police), a girl from Ukraine, Moldavia or Romania, a 'dancer' or 'waitress', would have difficulty even contemplating a one-sided contract cancellation with one of the groups of organized crime which deal in human trafficking. A testimony to the competition between them is the recent brawl near Tetovo, when at a shooting near the 'Miami' night club among the injured was a policeman.

Despite the fact that the country is burdened with numerous problems which realistically are more important for the existence of its population, these days in Macedonia the media campaign 'Human trafficking' is at a peak. The police and prosecutor's office, NGOs and media are aware and do not deny that white slavery is much more common than can be concluded from two completed legal procedures. One of them admittedly is only a minimal four year jail term for a taxi driver proven to be an important link in the chain of organized crime which turns over large amounts of money since slaves are only paid ten euro a day.

Enslaved, without money or documents, rare are the girls who succeed in escaping their 'owners' and finding shelter with the police. The Skopje branch of the International Organization for Migration (IOM) is the most active in assisting girls who in the Transit centre, which is a part of the Ministry of Interior, are protected by a high fence and twenty-four hour police guard. There are 25 currently at the shelter, which although modestly equipped with donated exercise stepping machines and exercise bikes, is a hotel compared to the hell they just went through. The rules at the shelter, which is under the supervision of MUP, do not allow for interviews with journalists. But the message on the board, of a clenched fist against the traffic sign for prohibited is the work of Svetlana Vasiljeva dated October 20, in the form of a poem on abuse, testifies of the destiny of hundreds of girls who have passed through the centre.

They are accommodated in the centre for a maximum of 80 days, after which they return to their homeland, and while in the centre activities of NGOs are focused on their psychosocial rehabilitation and organized return. Thanks to the help of IOM, some of them have testified in Macedonian courts about what they lived through while they were controlled by pimps. All this was conducted even though the police in Macedonia while trying to uncover white slavery cannot legally use wiretapping and secret investigative techniques, and there is no law on witness protection. But it is the first country in the region to have established human trafficking as a criminal offence according to law (which should also enter new legislation of Croatian criminal law).

Legalization of prostitution was also the theme of Macedonian political discussions. And while the Croatian minister of police is campaigning for the legalization of red light districts using the argument that it would allow police to come into close quarters with organized criminals who deal in human trafficking. Ljupce Farkakovski, head inspector in the sector for foreigners and immigration issues, upon the question from Croatian members of the national committee for fighting human trafficking had this to say:

"There are several arguments against such a proposal which was also submitted to our parliament a few years ago by one member. Easier identification of bases is only one small positive aspect compared to several negative ones.

Among the main clientele of night clubs in Macedonia are several members of international forces in that country and Kosovo, stated Goran Ristovski, head of the Macedonian MUP department for combating human trafficking. There are also recorded cases where they were organizers of such activities, and how some girls under the pretence of a 'victim' were thrown in the transit centre by the order of employers.

The issue of how to prevent a quarter of a million people from traveling the 'Balkan route' through Croatia, in a chain of prostitution and illicit trade to get to the West, will be discussed on Wednesday at Lecce, at the castle Karl V by ministers of interior of the Adriatic-Ionic initiative.

At the conference, where Sime Lucin the Croatian Minister of Interior will also be present, it is foreseen that there will be the raising to a higher operational level of measures for combating illegal migration. Also anticipated are joint police patrols for patrolling the sea, land and air so as to detect illegal foreigners. All of this, however, will not stop the flow of people heading towards the west via underground corridors. Such as the four Turkish citizens caught on 5 November at one of Zagreb's busiest intersections, who via Bulgaria, after a three day stay in Macedonia, Kosovo and Belgrade, planned to reach Italy. For four travelers criminals paid 2000 euro. Annually this business turns over half a billion euro.

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### Association Management Training for the Food Retail Association of Macedonia

#### Association Web-Board

From March 1- 15, 2003, Cal Poly Pomona hosted a group of 10 Macedonian food retailers, who are the founding members of the Food Retail Association of Macedonia. The goal of the training was to introduce the group to the principles of association management and to familiarize them with similar associations in the United States. Topics discussed included membership development, advocacy, leadership and visioning, member services, publications, financial management, and strategic planning.

The ten group members were:

- Marjan Josifoski, President of the Association
- Srecko Horvat
- Toni Nancovski
- Gordana Vojnovik
- Ivan Frangov
- Danica Licanin-Blazeska
- Zlatko Panovski
- Orce Stojanovski
- Marjanco Trajcev
- Ilce Slukarov

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This group's activities were funded by the USAID Participant Training Program, managed by Programming Agent World Learning.

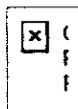
The training program was conducted entirely in Southern California. The group met with several organizations, including the Chamber of Commerce and Merchants' Association of Huntington Park, the Southland Farmers' Market Association, the La Cienega Farmers' Market, the Dairy Deli Bakery Council of Southern California, the Ontario, California Chamber of Commerce, and the California Grocers Association. Cal Poly Pomona professors Dr. Christian Poulson, Dr. Glenda Brock, Dr. Stanley Abraham, Professor Gregory Young, and Dr. Jon Hagler were The group discuss

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Marjan Josifoski, I the Food Retailers Association, addre gathering of the D Bakery Council.

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involved. The program was facilitated by Dr. Maria Harris, a retired Cal Poly Pomona professor. plan with assistance from Stan Abraham.



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Last updated March 14, 2003

**SITE VISIT REPORT**  
**BANK SUPERVISION – CROATIA**  
**February 23 – March 16, 2003**

**TRAINING INSTITUTION:** Astrion

**LOCATION:** Philadelphia, Pennsylvania

**DATES OF VISIT:** March 14, 2003

**WORLD LEARNING SENIOR PROGRAM OFFICER:** Patricia Howe

**PARTICIPANTS:** Branko Gladovic; Hrvoje Matek; Sanja Petrinic-Turkovic; Fran Renko

**PURPOSE OF VISIT:** To observe Action Plan presentations and evaluate the program

Four participants from Croatia traveled to the United States in February 2003 for a three-week training program in the market risk aspects of banking supervision. The training provider was Astrion. The program was conducted in English. The program consisted of three segments: the first was a course on Capital Markets given by the Federal Financial Institutions Examination Council (FFIEC) (Washington, DC); the second was a bank examination shadowing run jointly by the FDIC and the Pennsylvania Department of Banking Examinations (Lititz, PA); and a final segment with five days of interactive lectures and site visits, which took place in Harrisburg, Reading, and Philadelphia.

The training was part of an effort to assist the CNB in developing new regulations on risk-weighted capital that acknowledges market risks and conforms to the Basel principles (international standards). Since the participants have been tasked to work on developing new capital regulations incorporating market risk into bank supervision procedures, the training program's overall objectives were to increase the participants' knowledge of market risks and how to supervise them properly in both simple and complex banking organizations. Once they return to Croatia, the participants will lead examination activities concerning market risk in complex banks and train other staff to examine market risk in non-complex banks.

**The Training Program**

The participants arrived in Washington, DC on February 23. They had been advised in the field on how to get a shuttle bus to the hotel. There were no mishaps with flights, ground transportation, or accommodations, although two of the participants were missing one piece of luggage each upon arrival. One of the participants received his luggage the next day; the other one received his the day after that.

Although World Learning was originally informed that the FFIEC course was open only to Americans, through persistence and good fortune, not only were all four ultimately allowed to attend, but two were given slots held by the Pennsylvania Department of Banking Examinations. The Capital Markets conference was held from February 24-27; attendees came from banking agencies throughout the United States. The course focus was on assessing the risk characteristics in capital market activities and integrating their analysis into the assessment of total risk in the financial institution. The conference was designed

for seasoned examiners, examiners-in-charge, review examiners, and surveillance examiners who need to develop more knowledge in the capital markets area.

After the course ended on February 27, the participants came to World Learning's office for a delayed orientation. Administrative details were discussed and explained, and tax documents were completed, before the participants boarded a train to Philadelphia, arriving in the early evening, where they would be met by Astrion at their hotel. Due to a mishap caused by the inclement weather, however, the participants were forced to get off their train and board another, delaying their arrival in Philadelphia and missing Ralf Graves of Astrion. She met them the next morning and gave them their detailed itinerary and accompanied them to their appointments that day.

On Sunday, Ms. Graves drove them to Lititz, a small town north of Lancaster, PA, for their bank shadowing experience. This part of the program was arranged through the Pennsylvania Department of Banking Examinations Bureau. The examination took place at Farmers' First Bank, an affiliate of Susquehanna Bancshares, Inc., a multi-state financial holding company with a portfolio of financial products and services with assets of over \$5.3 billion. The Philadelphia Federal Reserve Bank served as the lead agency on this joint examination with the Pennsylvania Department of Banking Examinations Bureau.

On the following weekend, they returned to Philadelphia, where the remainder of the program consisted of site visits to large financial institutions such as Sovereign Bank (Reading, PA; *trading in capital markets and internal policies and processes for managing market risk*) and Wachovia/First Union Bank (Philadelphia, PA; *risk profile of the bank and the strategies the institution uses to manage major areas of exposure*); banking agencies such as the Commonwealth of Pennsylvania Department of Banking Examinations Bureau and the FDIC in Harrisburg, PA for a seminar on market risk and its implications for banking supervision; and presentations on foreign exchange risk and portfolio risk modeling.

By Friday, the group had devised and presented their Action Plan and had one last session – the presentation on portfolio risk modeling given by a former Secretary of Banking for Pennsylvania – before we tackled the final program evaluation.

Experience America combined elements of large urban areas (Philadelphia and Washington), small urban communities (Harrisburg) and rural areas (Lancaster County, Pennsylvania), providing unusual and interesting contrasts. In particular, Lancaster County, which was the site of the bank shadowing where the participants spent a week, provided exposure to an aspect of the US that the participants had no direct prior experience with (the Amish and their 19<sup>th</sup> century approach to life and farming).

#### **Site Visit – Presentation**

The morning was spent having one final presentation given by Sarah Hargrove, a financial consultant and former banker with such institutions as Morgan Stanley, Wachovia Bank, and CoreStates Bank, and the former Secretary of Banking for Pennsylvania. She focused on key issues in risk management, including global trends in portfolio risk modeling,

globalization of markets and banking institutions, increased competition, and more complex financial instruments and transactions. She also reviewed new regulatory implications suggested in the BISII international banking accord and gave a detailed analysis of what risk is (in terms of its components), how to measure it, and what it represents for bank stability.

### **Observations**

The topic was a highly technical one, making it at times difficult for a non-expert to follow. However, this subject had a great deal of relevance for the participants' work, and they asked a lot of questions. After it was over, they gave Ms. Hargrove their heartfelt thanks and said that they wished they could have had her for three days instead of just one morning. Their positive reaction to her was due in part to the need for a deeper understanding of the subject for their work and partly due to her extensive expertise (their actual comment was "Send Sarah to Croatia for a week!"). Overall, the presentation seemed to contribute greatly to the group's understanding of the financial analysis models used for determining the condition of the banking sector as a whole.

### **Site Visit – Evaluation**

Following a farewell luncheon at a nearby restaurant attended by the participants, Ralf Graves, World Learning staff, Ms. Hargroves, and Ron Bucher, Field Office Supervisor from the Pennsylvania Department of Banking Examinations Bureau who was with them in Lititz, the remaining time was spent on an evaluation of the project as a whole.

The participants were enormously satisfied with both the quality and substance of the program and very grateful for the opportunities they were afforded. In their estimation, the Capital Markets Conference was appropriate for those in their positions. Although the lectures were too numerous to cover the subjects in great depth, the topics that were covered - various market risk products, such as structured bonds, asset-backed securities, and collateralized bank securities - are new to Eastern Europe and so yielded valuable information. In addition, the atmosphere was interactive and involved a great deal of information-sharing among the attendees. The participants could envision many of the ideas presented during the course being applied either directly or over time. In terms of quality, the participants felt that about 80% of the instructors were excellent. The least useful aspect of the course concerned topics that were of least importance to the participants, such as usage of (US) federal funds to be used for contingency purposes for bank liquidity. Ultimately, they would have like more time allotted for the course, but they felt that the FFIEC course had helped them form the right questions for the next component of their program, the bank examination.

Farmers' First Bank, a bank holding company consisting of eight banks and five other financial institutions, manages market risk for all the institutions. The bank, although sufficiently complex for the participants' purposes, was not overly so, allowing them a better focus. The briefing at the start of the week-long shadowing, given by the lead examiner for the Philadelphia Federal Reserve Bank and the PA Department of Banking Examinations Bureau Field Office Supervisor, included the presentation of annual reports for the bank and the manual for supervising risk such as liquidity and interest rates. The

briefing helped put the week in perspective and was good preparation not only for what followed that week, but for what the participants plan to do in the CNB. They met with those at the bank who could give them information they needed to know and thus could concentrate on those issues that were relevant to them.

Of the post-shadowing site visits and lectures, the participants had a strong preference for the aforementioned presentation by Sarah Hargrove. In addition, the site visits to both Sovereign and Wachovia banks were also highly successful, due partly to subject matter (*trading on capital markets, analysis of emerging markets*) and partly due to the excellent preparation on the part of presenters. When one of the last presentations fell through (a discussion of country risk assessment/issues in emerging markets, a topic which fortunately had been covered in sufficient detail elsewhere in the program), the participants asked for a session on teambuilding (one of the participants had come to the US for an Astrion-designed program on bank supervision two years ago and had described the teambuilding session enthusiastically to the other participants).

The participants' group Action Plan will develop the capability of the CNB to identify, control, and measure market risk in Croatian banks. A project team will produce guidelines for best practices in managing market risk; reporting formats and instructions for implementing the rules; practices and procedures to monitor implementation of the rules and instructions; a staff training program; and processes to update and fine-tune guidelines as needed. The team will draw on the expertise of a USAID resident advisor on capital market issues to assist them in developing the plan; they will submit it for approval by the Governor of the CNB. Developing this set of regulations and procedures will enable the CNB to achieve the international standards for safe and sound banking system it needs.

When asked if there was anything they would have changed in the program, they replied that, in an ideal scenario, the bank shadowing would come last, Ms. Hargroves would come first (the day she gave her presentation was literally the only day she was in the US given her heavy travel schedule), and they would liked to have participated in a bank exam shadowing hosted by the Office of the Comptroller of the Currency (they have greater expertise in Capital Markets and do risk modeling in-depth; unfortunately, they no longer allow international visitors to shadow their bank examinations).

### **Observations**

There were difficulties in putting this program together initially. The participants, as international visitors, were not allowed to attend the FFIEC course. The proposal that Astrion submitted was intended to make up for that with sessions that replicated material from the course, and substantial revisions were requested by USAID. Ultimately, partly through connections that Astrion had established with both the FDIC and the Pennsylvania Department of Banking Examinations, the FFIEC reversed their usual procedure, and the participants were given permission to attend. The Pennsylvania Department of Banking Examinations, in fact, relinquished two of their own slots so that USAID only paid course fees and hotel costs for two of the participants.

Given the fortunate turn of events and the sharpness, seriousness of purpose, and enthusiasm of the participants, the resulting program turned out to be highly successful. In addition, due to two highly successful prior training programs implemented by Astrion involving bank examiners and supervisors from the CNB, these participants were able to build on the personal and professional relationships established by their predecessors.