PD-ACA-524

BANKER TRAINING IN BULGARIA

Contract PCE-I-00-99-00006-00
Task Order # 811

Final Report

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Project under the auspices of the
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I. Executive Summary

The USAID/BearingPoint banker training activities in Bulgaria span a period from April 14, 2000 to March 30, 2004. This report will detail the fundamental tasks of the project; in particular the requirement to strengthen the institutional capacity of the International Banking Institute (IBI) in Bulgaria. The report will further portray the manner in which these tasks (deliverables) were accomplished, along with the impacts on IBI and the overall reform efforts of the financial sector in Bulgaria.

The progress over the project term can best be broken down into three stages.

The first stage to be reviewed is the activity in the first ten months, during which the foundation for strengthening the institute was established. This period also witnessed a change in the leadership of IBI.

The second stage was a period of more rapid development. While the focus was on the delivery of a wide variety of banking related topics by BearingPoint instructors, a significant effort was also made in the improvement of the IBI management and marketing skills.

The third stage was an extension and refinement of initiatives developed earlier. This phase can best be identified from January 2003 to March 2004.

The outcome was indeed a stronger IBI. This was recognized by the USAID recognition of IBI as a USAID Legacy program in Bulgaria.

As in all development work, there remain ongoing institutional challenges. The report will attempt to identify those tests and comment on the IBI's capacity to aggressively manage those confrontations while sustaining its strong position in the marketplace.

II. Deliverables

The principal objectives of the project were the following as prescribed in the original task order:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standards of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis:
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

The details of the deliverables are available in the task order included as **(Appendix A)** of this report.

III. Accomplishment of Deliverables

The primary objective of **strengthening the IBI** was accomplished in many ways, but mostly through the development of the management and marketing skills of the staff. The end results were manifested in several positive ways. Perhaps, the most significant was the USAID mission recognition of the Banker Training project as a *Legacy* project for the Economic Development of Bulgaria.

The **financial sustainability** of the IBI is assured and was greatly enhanced, as reflected in the following indicators:

- First - tuition received by IBI from USAID classes was in excess of $90,000.
- Second - office furniture, audio/visual equipment, computers, printers and associated software was donated to IBI. The replacement cost of these assets is in excess of $38,000. **(See Appendix N)**
- Third - a complete inventory of training materials for over twenty-four (24) individual topics was provided to the IBI. This material was translated into Bulgarian, converted into electronic format and in several cases, formatted for a future e-learning program.
- Fourth, a library of over 265 book titles, along with an assortment of audiocassettes, CD's, videos and team building accessories were turned over to the IBI Learning Resource Center. **(See Appendix M)** The library has an active dues paying membership, which is providing a supplemental financial contribution.
- Fifth – A large inventory of IBI promotional items; ranging from course catalogs, newsletters, library tote bags, book markers, coffee mugs were acquired with USAID project funding.
- Sixth - the complete cost of design, installation and upgrade of the IBI website, www.ibi-bg.com was paid for with USAID project support.

The **development of the IBI managerial and marketing skills** was equally substantial.

Through a combination of ongoing informal discussions and more structured team sessions, the IBI staff has developed a deep understanding of their strategy and how to employ it. Particular emphasis was placed on marketing skills and the ability to respond to rapidly changing market conditions.

Tasks (1.0) and (7.0) were the major deliverables related to marketing activities.

Task (1.0) required the development of market research skills, in particular the assessment of training needs.

- Based on USAID contractor efforts, the IBI staff now has a detailed database of all stakeholders in the "user" decision making matrix. This includes all participants in three main categories; users of IBI services, influencers (primarily bank human resource and training managers), plus executive level managers who approve bank expenditures. Contact with these stakeholders has been expanded to include personal visits and/or contact via post, phone, fax, e-mail, newsletters or group workshops.
- Formal training needs assessment questionnaires have been developed and used extensively. Several have been tailored to individual bank requirements. **(See Appendix K)**
- A complete alumni data base **(See Appendix H)** was developed and is used frequently in maintaining contact with program users as their own learning needs change.
- A team retreat was held in June 2002 for the express purpose of examining critical marketing questions. One major theme addressed by IBI staff was the ability to " Ways to listen to clients and prospects more effectively".

- Competitor analysis is ongoing. This includes attention to issues relating to competitor product development, pricing, process, delivery matters, promotional approaches and key personnel.
- A formal S.W.O.T. (strengths, weaknesses, opportunities, threats) discussion was held in August 2000. Informal S.W.O.T. analysis since became an ingrained part of the IBI thinking. "New profitable product opportunities" was another theme explored at the June 2002 retreat.

A key element in the strengthening of the IBI was the attention paid to building a strong team atmosphere. The Outward Bound retreat in April 2001 was a vital first step in that direction. The effort took root and now all members of IBI, while assigned defined responsibilities, communicate openly in a clear, complete and consistent manner to promote the overall well being of the Institute.

During the development of the IBI organizational structure, particular emphasis was placed on attempting to align strategy, structure, systems, staff, style, skills and shared values. The current outcome is an IBI with a strong marketing bias. This is demonstrated by the expansion of new delivery methods (e-learning), expansion beyond the banking sector to include other financial service providers and geographic expansion to include the entire Balkan region and EU accession states.

The IBI remains an active member of the European Bank Training Network. This association also provides a view to new market developments.

As Bulgaria moves to full membership in the European Union, IBI is already working with other member states in Italy and Ireland to introduce attractive training opportunities for Bulgarian bankers.

Task (7.0) focused on the development of a communication strategy and collateral issues, i.e; newsletter, web page, roundtable discussions, etc. The accomplishment of this deliverable was demonstrated through:

- The publication of five editions of the IBI Newsletter "*Navigator*". Copies of those editions are seen in **(See Appendix L).** The newsletter is available on line at the IBI web site www.ibi-bg.com. The newsletter highlights future events, promotes the IBI library and directs users of the web site to useful links. Each edition includes a column from a guest writer as well as a guest review of a selected publication in the IBI library.
- The IBI web site www.ibi-bg.com has been successful beyond expectations. As of this writing, there have been over 8300 site visits in the 2 ½ years of its launch. In addition to the course calendar, the web site contains archived editions of the *Navigator*, inventory of all materials available at the IBI library, valuable links to banks, training institutes and other financial related issues. The site will continue to be modified and is presently being adapted for an interactive e-learning program
- Human Resource manger roundtable discussions were held on five different occasions throughout Bulgaria. Several social events, sponsored by USAID/IBI, also provided an opportunity for informal exchanges of information.

Essentially, IBI now has a developed communication strategy which encompasses all of the above mentioned approaches plus an ongoing informal dialog with their client/prospect base. The alumni association database is another valued communication resource.

Task (2.0) The requirement of this deliverable was to develop a strategy for long-term banker certification. This certification has been a matter of debate within the banking community. As a result there has been no consensus on the standard for such certification in Bulgaria. The same can be said for the European Union, which should be the standard to be adopted eventually by Bulgarian banks. USA certification models were reviewed and discussed at length during the December 2002 study tour. **(See Appendix O).**

Task (3.0) The stipulation in this deliverable was focused on the financial sustainability of IBI. The following indicators suggest IBI is in a much stronger position to sustain itself financially than it was at the outset of this project.

- IBI has created several pricing formulae. The application of which are driven by market conditions. Essentially, the pricing of courses are derived from a "cost plus" profit formula.
- IBI's management has worked extremely hard at maintaining a low operating cost base. The largest expense is the variable cost of instructor fees. IBI's fixed overhead costs are quite reasonable. The current training facilities are adequate and spacious to accommodate several classes conducted simultaneously. In addition, IBI has developed a pricing schedule for the rental of classrooms and equipment. Rental activity is increasing and is a further example of revenue generation via full utilization of IBI's facilities.
- The staff at IBI is compensated commensurate with the marketplace, albeit at the low end of the range. This compensation issue should be managed carefully to avoid excessive turnover.
- Tuition collected from USAID courses between October 2000 and March 2004, aggregated in excess of $85,000. This money is available for future growth opportunities at IBI.

- A complete inventory of training materials, translated into Bulgarian, for over twenty-four (24) topics was provided to IBI under this USAID program.
- USAID contribution to IBI, in the form of office furniture, audio-visual equipment, computers, printers and associated software; was in excess of $38,000.
- USAID contributed over 265 book titles and assorted other instructional media to IBI. IBI has already developed a solid base of dues paying members for the use of these materials.
- USAID provided a wide array of IBI promotional materials for their future use.
- The current IBI web site www.ibi-bg.com was designed, installed and upgraded completely with the USAID funds. The future use of the web site has many income generating applications, in particular e-learning courses.

Task (4.0) This deliverable contains the core tasks of this project. Primary among those was the development of an annual training plan. Supporting that initiative was the conduct of courses, development of local staff marketing skills, establishment of an alumni program, creation of an annual brochure and development of a solicitation program to improve client/prospect relationships.

The accomplishments were:

- Subsequent to an initial training needs assessment conducted through face to face interviews with Chief Executive Officers, Human Resource Directors and Training Managers of virtually every bank in Bulgaria, a detailed training plan was established for the first year. Ongoing assessments throughout the entirety of the project allowed for modifications to the plan.

- Based on the feedback from the initial cycle of interviews, a series of courses focused on the various risk elements of banking were developed and delivered. **(See Appendix D & E)**
- Fifty-four (54) classes were delivered over the four years. The original requirement was to deliver forty (40) classes. Twenty-four different topics were selected. The most frequently requested topic was *Customer Service*. Not including the participants to attend the classes during the week of March 22, 2004; there were 1116 persons who attended these classes. **(See Appendix F & G)**
- Virtually every bank in Bulgaria was represented in these classes, along with representatives from countries in the Balkan region and Black Sea basin.
- Due to the successful promotional efforts of IBI, there has been a growing audience from non-bankers as well.
- In response to client requests, classes were delivered in as many time configurations as possible. Classes were conducted on weekends, evenings and in venues throughout the country. The majority of programs were delivered in Sofia, but additional classes were delivered throughout all regions of Bulgaria; in Plovdiv (4), Varna (2), Bansko (3), Bourgas (1), Veliko Turnova (1) and Dospat (1). Within the total of fifty- four classes, sixteen were conducted as in bank programs. These classes were conducted on the bank premises specifically for the employees of the respective banks.
- The IBI staff was introduced to the key factors which influence buyer behavior:

    1. **Place** (facilities, delivery methods, communication systems, etc.)

2. **People** (Skills and attitudes of IBI staff, faculty and all related persons to the learning experience)
3. **Price** (Recognition given to the cost/value relationship)
4. **Product** (Many product opportunities have been created outside of the standard classroom experience) E-learning, library resources, distance learning, speakers bureau, web links, newsletters, custom on site programs, conferences, etc.
5. **Process** (Focus on removing the "hassle" factor for clients.)
6. **Promotion** (Direct advertising plus referrals from influential satisfied users.)

- A four color, pocket insert catalog was designed and produced to allow for multi year use. The hard copy catalog was subsequently replaced by an on line version accessible at www.ibi-bg.com.
- All USAID class participants received a class photo, list of contact information for each class member and a laminated diploma. The emphasis was to encourage class members to remain in touch with each other to serve as ongoing knowledge resources. The alumni association **(See Appendix H)** has not been formally established by IBI as of this writing. However, the database has been expanded to include all participants in every IBI program. This database will be invaluable in future marketing efforts. The latest update of the IBI web site will allow on line data capture of all future product users. In essence, a very low cost, but effective relationship management program.
- IBI staff was also introduced to a systematic process for organizing classes and the follow up activities. Separate pre-production, production and post-production check lists were developed. These check lists will continue to be instrumental in improving the "process" factor.

- The IBI Learning Resource Center was established and has been actively used since inception. The Center has a library of materials, covering all aspects of banking and management. **(See Appendix M)** The materials are available to IBI instructors and dues paying members.

  Task (5.0) This deliverable's focus was on the establishment of a computer based training program.

  The development of such a program is only now taking shape. Most of the instructional materials developed under the USAID project have been converted to electronic format. Based on the market requirements, a series of electronic courses will be delivered and accessed through the upgraded IBI web site. The pace of development in computer based training has been slow due to limited market interest.

  This subject was discussed at length during visits with other training providers during the December 2002 USA study tour. The USA experience has also been uneven in its success and application.

  Task (6.0) The expansion and refinement of IBI pedagogical skills was the basis of this deliverable.

  - Training Of Trainers classes were delivered on five occasions. Two were basic classes, one was advanced and two were theme based; Face to Face Selling Skills and Team Building. Seventy-five (75) persons enrolled in these classes. Twelve of those persons are currently IBI faculty members.

  - At this date, IBI has a developed local faculty of over 120 instructors. **(See Appendix J).** Thirty-four (34) of these instructors are also full time bank professionals. These instructors also have been active users of the materials in the IBI Resource Center, as well as contributing authors for the IBI newsletter.

Task (7.0) The development of a communication strategy and requisite staffing, combined with the creation of a newsletter, web site and organization of industry roundtables was the essence of this deliverable.

- IBI has greatly improved its communication methods and messages with the financial sector, both in Bulgaria and in the Balkan region.
- A full time IBI employee has been trained by the USAID contractor. She is currently responsible for the publication of the IBI newsletter, maintenance and upgrade of the web site, management of the IBI Learning Resource Center and manager responsible for international relations.
- Five editions of the IBI newsletter *Navigator* have been published during the term of this contract. **(See Appendix L).** The publication is available in English and Bulgarian. It can be accessed via the IBI web site, www.ibi-bg.com. The layout begins with a welcome and overview, Directions, from IBI Director Georgieva. This is followed by New Horizons, a column dedicated to coming events and program updates. A periodic feature has been the Special Guest column, wherein an industry expert comments on critical industry issues. A standard column, Bookmarker, features an item in the IBI library and is often accompanied by a review of the material by an industry expert. The IBI website is given further promotion in the column, Useful Links, where a detailed review is made of one of the many links to the IBI site. The newsletter currently closes with Management Tips. This may cover a wide array of topics, i.e.; communication skills.

- The aforementioned IBI web site, www.ibi-bg.com has been an extremely valued communication tool for IBI. Over 8300 site visits have been made as of this writing. Currently, site upgrades are in progress, which will enable users to engage in an interactive manner, including the access to E learning programs at IBI.
- A variety of industry events were presented during the course of the project. Most were focused on training related topics, while others were combined with a social agenda. A November 2000 reception, to announce the USAID project was attended by bank executives and human resource/training managers. Subsequent roundtable discussions were held in April 2001, October 2001, April 2002 and November 2002. A December 2001 holiday event announced the move to new facilities for IBI.
- IBI delivered two very successful international conferences in June 2002 and September 2003. A third international conference is planned for May 2004. **(See Appendix P)**

Task (8.0) The objective of this task was to provide assistance regarding priority issues facing the Association of Commercial Banks (ACB) in Bulgaria.

This program was never fully developed, as the ACB leadership appeared to be satisfied with their internal resources.

Members of the ACB Board did play an active role during the December 2002 USA study tour. A large part of the agenda focused on bank association issues. **(See Appendix O).** In addition, ACB remains a vital supporter of the IBI agenda.

Task (9.0) The final task was to provide USA and/or third country training.

- A USA based Training of Trainers, two week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers were selected for this program. One of the participants, Mr. Karanshev of the Bulgarian National Bank has been an active member of the IBI faculty since this training.
- A USA based study tour was conducted for one week in early December 2002. Six Bulgarians participated. Two members from the Association of Commercial Banks, a senior manager of the Bulgaria National Bank, and three managers from IBI. Meetings were held with members of the following organizations: **(See Appendix O)**

  The American Bankers Association
  Institute of Certified Bankers
  The American Institute of Banking
  Independent Community Bankers of America
  Society for Human Resource Management
  Federal Deposit Insurance Corporation
  Bank of America training center for retail bankers

IV. EARLY STEPS

The International Banking Institute (IBI) began operations in 1991 and survived some tumultuous conditions within the banking industry of Bulgaria during those years. The critical period was 1996-1997 when hyper-inflation ripped through the economy. Subsequent to those troubled days, the economic development of Bulgaria improved significantly, including the fortunes of the commercial banking sector.

The United States Agency for International Development (USAID) played a major role in this recovery and development process. The USAID programs in the banking sector resulted in the successful privatization of virtually all the commercial banks. Another success has been the assistance provided to the Supervision Department of the Bulgaria National Bank (BNB) and the Deposit Insurance Fund (DIF). The third leg of this banking sector support was provided through the technical assistance to IBI within this Banker Training project.

Partly due to the privatization of the major state owned banks in Bulgaria, the role of IBI was also destined to change. The impact of privatization resulted in a large reduction in the number of employees in the banking industry. It also created a demand for more highly skilled and flexible employees. The simultaneous strengthening of the bank supervision regulations and prudential guidelines of the BNB, required the banks to have managers skilled in all of the aspects of risk management.

It was in this environment that this project began in April 2000. At that time, the training activities of IBI appeared to lack market focus and the demand for their instructional programs was weakening. The product mix included a newly introduced distance learning program, provided with the assistance of the British Know How Fund. Other short term classes were delivered on a sporadic basis, often as a result of instructor availability. A prior USAID support program to IBI did result in a series of seminars delivered by American

instructors. However, there appeared to be no linkage to any apparent IBI strategy. A third component of IBI's instructional offerings was a random delivery of classes by instructors from various European donor programs.

The need for strengthening of IBI was quite apparent and spelled out clearly within this project task order.

After an initial series of meetings between the Barents Group resident advisor and the IBI Director at that time, it was deemed necessary to develop a market survey to determine several factors. The key factor was to understand the character of the banks' management and their business strategies. This in turn required an understanding of their training needs and indeed; their view of IBI and its training capabilities.

This market survey was conducted by the Barents advisor and an IBI staff representative; via personal visits to virtually every bank CEO, Human Resource Director and Training Manager in Bulgaria. The initial survey period was from April 2000 through February 2001. The findings were very helpful in the planning for the remainder of the project.

- Many banks were recently privatized or were in the final stages of privatization. This led to a complete rethinking of their individual marketing strategies.
- Nearly all bank managers recognized the great need to train their employees in all risk aspects, product development, customer service and basic management skills. There was no resistance to training.
- The primary training needs were in credit risk, foreign exchange risk, internal audit, International Accounting Standards and risk management.
- Flexible methods of delivering the training were also stressed. In bank programs were requested frequently, along with evening and weekend classes.

- Classes should also be delivered in all major economic centers of Bulgaria, and not only Sofia.
- IBI needed to improve its communications with the banks, in particular the need to provide advance notice of its training program schedule.
- While some of the banks were not active supporters of IBI programs in the recent past, they seemed willing to entertain using IBI for their future training needs.
- Quality training materials, quality instructors and flexible means of delivering courses were more important than low tuition.

As a result of the survey feedback, it was decided to begin the course program with a concentration on the fundamental risk elements. Accordingly, the topics delivered between October 2000 and April 2001 were the following:

Credit Management System (2)
Problem Loan Management
Foreign Exchange
Internal Audit (2)
International Accounting Standards
Managing Change in Bank Operations
Customer Service

The first year of the project was somewhat inhibited as a result of the change in the leadership at IBI. IBI Director Kamelia Stefanova left the office at the end of 2000. Her replacement, Maria Georgieva, the current Director, assumed the position in February 2001.

V. Fulfillment of the Plan

With the groundwork completed in the first year, the stage was set for the fulfillment of the plan to strengthen IBI.

The development of the Institute was only going to succeed if it had a qualified and committed staff. In addition to the installation of a new IBI Director, the position of Marketing Director was created and filled by Ms. Sylvia Peneva. This addition was extremely meaningful, as previously the marketing responsibilities were poorly defined.

Another key development was to get the IBI staff to truly function as a unit, versus a disparate group of product managers. The IBI Team Building retreat, conducted by Outward Bound in April 2000, was a turning point in the organizational strengthening. After this exercise, it became more obvious to all IBI staff members that they had a common interest in the future success of the organization.

A follow on team building program was conducted in the mountain village of Bansko in June 2002. A design feature of this retreat was to have the IBI staff arranged into three teams. Each team was given a specific issue to explore.

- The *Pirin* team was challenged to determine what lessons can be learned from other training providers. The result was a team presentation which explored global practices, with examples of how selected practices could be translated into profitable actions for IBI.
- The *Rila* team was focused on how IBI can listen to the needs of clients/prospects more effectively.

- The *Rhodopi* team was engaged in looking at what organization structure IBI should consider to take advantage of changes in the marketplace.

The growing together of the IBI staff was further enhanced by the relocation to a singular training center in October 2001. Prior to this consolidation, the staff was split between two locations in downtown Sofia. One half was housed within the Bulgaria National Bank and the remainder in a congested space in an office building ten minutes away. This was certainly not conducive for easy communication or sharing of ideas.

The new facility on Pirotska street, while better than the prior arrangement, was still inadequate in terms of training room space. Accordingly, a subsequent move to the current offices at 18 Veslets Street provided greatly improved facilities. The current IBI facilities allows for three classes to be conducted simultaneously.

Perhaps the most evident change in IBI from 2000 to 2004 has been the strengthening of its marketing capabilities. Below are a few indicators of that development:

- Publication of a schedule of training events, originally in a hard copy catalogue, and now accessible via www.ibi-bg.com.
- Publication of a periodic newsletter *Navigator*. Five editions have already been published and are also accessible at the IBI web site.
- Production of a series of Human Resource Manager roundtable discussions.
- The development of the IBI website www.ibi-bg.com . There have been over 8300 site visits as of this date.
- Production of two highly successful International conferences in 2002 and 2003 respectively. A third conference is planned for May 2004.

- Active involvement in the leadership of the European Bank Training Network, through the Directorship of Ms. Georgieva.
- Improved media coverage of IBI events through ongoing contact with local newspapers and selected trade publications. An event of particular note was the participation of American Ambassador, H.E. James Pardew, at the graduation ceremonies for the *Financing of Small and Medium Size Enterprises*. This April 2002 ceremony received wide coverage in the local media. **(See Appendix Q)**

Beyond the above indicators, there was a myriad of small actions, which reinforced the IBI identity in the marketplace. Each participant attending an IBI class has been given relevant promotional material. With USAID support, IBI has distributed various logo items, i.e.; coffee mugs, book bags and book markers. There has also been liberal use of photography to capture class memories. A gallery of USAID class photos is on display at the IBI training center. **(See Appendix Q)** All USAID class participants received their individual class photo, along with a laminated diploma and contact list of their classmates.

But the most significant indicator has been the marketplace response to IBI's programs since 2000. The annual attendance for all IBI programs in 2000 was 845 persons. The attendance, solely for short term classes delivered by Bulgarian instructors, was 1287 in 2003. This does not include participation in distance learning or USAID sponsored classes. This enrollment trend continues into 2004 as well.

V. Sustainability

IBI will face many challenges in the years ahead, just as it has in the past. The commercial banking industry in Bulgaria may well continue to consolidate and possibly reduce the number of employees in the overall workforce. Banks with foreign ownership may develop their own in house training capabilities. New and existing educational providers will compete aggressively for IBI's traditional clients.

At the same time, the financial services sector in Bulgaria is expanding with many new companies, providing a wide array of new services. This expansion will provide fresh opportunities for IBI to compensate for the potential shrinkage of the banking market. For example, the issue of *operational risk* is growing in importance in all enterprises and is a matter that IBI is prepared to address. Other generic issues such as *corportate governance* are within IBI's instructional capabilities. In fact, all sectors of the economy represent opportunities for IBI to examine. The financing of municipalities, agriculture, tourism and real estate are just a few of the potential additions to the IBI curriculum.

The sustainability of any organization is never absolute. However, the successful continuation of IBI's programs is greatly improved today compared to early 2000. These factors have been cited before throughout this report, but it is worthwhile to repeat them in this concluding passage.

- The IBI management and staff have recognized the value of working as a team. They also realize the ongoing need to examine their institutional strengths and weaknesses. This flexible attitude will indeed allow them to re-invent their strategies and tactics as long term market conditions dictate.
- The current training center is equipped to handle multiple classes simultaneously. The training facilities and related equipment are also available for rent and will provide added operating income.

- The USAID contribution of furniture and equipment to IBI should allow IBI to operate for several years before replacement assets are necessary.
- The operating capital of IBI has been strengthened from the retention of tuition collected from USAID delivered seminars. The cumulative amount collected was in excess of $90,000.
- The inventory of training materials developed for the USAID courses has been translated into Bulgarian and converted in large part into an electronic format. Much of this material may also be suitable for the E-learning curriculum.
- IBI has a the capacity to draw from a cadre of over 100 highly qualified local instructors, many of whom received additional pedagogical skills in the USAID Training of Trainers seminars and workshops.
- The IBI Learning Resource Center has a broad array of titles relevant to banking and management. The Center is also a source of additional revenue through the growing number of dues paying members.
- Through the support of USAID, IBI has a greatly improved inventory of marketing devices. This includes the *Navigator* newsletter, www.ibi-bg.com web site and promotional materials.

All of these factors suggest IBI indeed has the financial and intellectual resources to compete and succeed for many years to come. As the USAID Mission to Bulgaria has indicated, the IBI project is a true legacy to the economic development of Bulgaria.

The reports and exhibits, listed in the Appendix which follows, are suggested reading for additional details of this project.

Appendix A

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT

1. Country of Performance: Bulgaria
Adv. & Asst. Services Yes [ ] No [X]
2. Contract PCE-I-00-99-00006-00, Task Order No. 811
(Incorporating FAR and AIDAR Clauses)

NEGOTIATED PURSUANT TO THE FOREIGN ASSISTANCE ACT OF 1961, AS AMENDED, AND EXECUTIVE ORDER 11223

3. CONTRACTOR (Name and Address):

Barents Group LLC
KPMG Tower
1676 International Drive
McLean, VA 22102

IN: 52-194-5935
EC: 87-894-9672

4a. ISSUING OFFICE:
RCO RSC Budapest
Department of State
Washington, DC
20521-5270

4b. ADMINISTRATION OFFICE:
RCO RSC Budapest
Department of State
Washington, DC
20521-5270

5. TECHNICAL OFFICE:
USAID/Bulgaria, Rayna Dimitrova

6. PAYING OFFICE. SUBMIT INVOICE TO:
RFMO Budapest
Department of State
Washington, DC
20521-5270
USA

7. EFFECTIVE DATE:
April 14, 2000

8. ESTIMATED COMPLETION DATE:
April 13, 2003

9. ACCOUNTING AND APPROPRIATION DATA:
Request ID: 002U183PG083001
Activity Title: Banker Training
Organization ID: 183
Resource Category: 251456/52506
Account Number: WAI9-00-22183-KG13

Amount Obligated: $300,000.00
Ceiling Price: $2,481,593.30

The United States of America, represented by the Contracting Officer signing this Order, and the Contractor agree that: (a) this Order is issued pursuant to the Contract specified in Block 2 above and (b) the entire contract between the parties hereto consists of this Order and the Contract specified in Block 2 above.

11a. NAME OF CONTRACTOR:
Barents Group LLC

BY: Carol L. Swan
NAME: Carol L. Swan
TITLE: Director of Contracts
DATE: 12 April 00

11b. UNITED STATES OF AMERICA
Agency for International Development

BY:
NAME: Michael S. Kenyon
TITLE: Contracting Officer (MK)
DATE:

1420-61 (Rev'd)

PCE-I-00-99-00006-00 T.O. #: 811

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PCE-I-00-99-00006-00 T.O. #: 811

1.1 **BACKGROUND**

1.2 **TITLE**

Activity Title:

Title: Banker Training

1.3 **OBJECTIVE**

1.4 **STATEMENT OF WORK**

I. Summary

The purpose of this Task Order (T.O.) is to promote the institutional development of the International Banking Institute (IBI) in order to achieve its Mission to become the leading educational body in the financial services industry providing both vocational and professional qualifications and continuing professional development. The Association of Commercial Banks (ACB) in Bulgaria is the major shareholder of IBI, and also the main beneficiary of its activities. Part of the efforts under this project will be aimed at supporting the further development of the banker's Association itself. Work under the T.O. will commence on or about April 14, 2000, and will conclude in 36 months o/a April 13, 2003. Further developing the Association of Commercial Banks ans strengthening its training arm the IBI, is critical for the reform of the financial sector, promoting confidence in the banking system, and encouraging financial intermediation.

USAID/Bulgaria has provided substantial banking-sector assistance to the governmet of Bulgaria since April 1997, aiming its efforts towards the stabilization of the banking and financial systems. The USAID/Bulgaria three-pillar banking program encompasses bank privatization, bank supervision and deposit insurance, and now - expanded commercial banker training.

The team of advisors working under this project will collaborate closely with the other USAID/Bulgaria banking programs, as well as with the World Bank (WB), the International Monetary Fund (IMF), other donor organizations, and local financial sector participants.

II. Background

In 1996 and 1997 Bulgaria experienced a severe banking crisis

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7.4 (Continued)

which culminated in the failure of more than a dozen banks. The banking system was devastated, with highly negative net worth and extremely low liquidity, and the government no longer had any resources to keep it afloat.
To respond to the crisis, the Government and the Bulgarian National Bank introduced radical shifts in economic laws and policies toward commercial banks. Although the BNB has made some important progress in developing banking laws and prudential regulations based on international experience, and creating the foundation for the reconstruction of the financial sector and commercial banking, banks in Bulgaria have not yet re-gained their function as financial intermediaries between domestic savings and investment.

It is fair to say that after the introduction of the currency board in July 1997 the banking system in Bulgaria has pretty much overcome the major difficulties. Currently, under the conditions of a stabilizing banking system and increased international requirements regarding the development of bank products and services, the investments made in the human resources development are becoming of vital importance. Most of the banks build their strategies based on their plans for personnel development. This new policy demands a new approach in organizing and implementing professional bank qualifications.

At the end of 1998 twenty-eight commercial banks and seven branches were functioning in Bulgaria. As of June 1999 twenty-five of them and four of the branches were members. and respectively associates of the ACB. Through acquiring 50% of the IBI's equity, the Association of commercial banks now has the opportunity to participate in the immediate preparation of short and long-term training and qualification programs.

To respond to the new realities in the banking environment USAID/Bulgaria has revised its strategy to work with the International Banking Institute in its capacity as a policy maker in banker qualification and development. During the past two years the Mission has worked with and through IBI under a cooperative agreement with the University of Delaware. This new activity will capitalize on what has been achieved thus far by IBI-UD cooperation under the previous project for commercial banker training.

The expanded commercial banker training activity aims to support and complement USAID/Bulgaria's very successful programs in bank privatization and bank supervision through broader scale banking sector development. Bulgaria has only recently begun to develop up-to-date banking skills and a banking culture. For example, during the communist period bankers did not need to develop credit evaluation skills because they did not have any evaluation skills because they did not have any role in credit

1.4 (Continued)

allocation, risk management was not relevant and unknown. It will take years until a critical mass of market-oriented bankers are created in order to ensure that the banking system is competitive but nevertheless sound and stable.

III. Statement of Objectives

A. The specific objectives of this delivery order are:

Strengthen the IBI as a financially self-sustainable institution, and increase the standard of the activities that IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:
- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion;
- Create a coputer-based training program, and train a core team of IBI staff to manage and update it.

Assist the ACB to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc) as requested by the ACB, and as approved by by USAID, in order to become a strong support organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Specific Work Requirements are described below and will be carried out by a succession of short-term trainers and technical advisors, and will be supported by project management staff.

IV. Task/Work Requirements

The Contractor will work directly with the Director of the International Banking Institute and the Executive Board of the Association of Commercial Banks. The Contractor will coordinate with the International Monetary Fund (IMF) and the World Bank (WB) on relevant issues related to the development of the banking sector.

The period of performance will be through ~~April 9, 2003~~. April 13, 2003
Subject to availability of funds and contractor performance, this scope can be extended up to 12 months.

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1.4 (Continued)

The principal tasks are the following:

1. Market Research
1.1 Develop quantitative and qualitative market research methodology to assess bank training needs, and train the IBI in utilizing surveys.
1.2 Determine, in conjunction with the IBI, the appropriate software required to conduct the market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant and support by ACB.
1.4 Ensure the transfer of marketing research skills through on-the-job training, and build the capacity of IBI staff to manage its marketing research activity for the future.
1.5 Perform, in conjunction with IBI, a competitive analysis of the bank training market and the factors, which influence current and future training needs.

2. Bank Professional Qualification
2.1 Determine the strategy for the short- and long-term development of the banker qualification, the methods for its implementation, and submit it for ACB approval.
2.2 Analyze the needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
2.3 Define the framework for the short-term qualification - subjects, methods of training, curricula, etc.

3. Financial Management
3.1 Develop a business plan and a model for pricing IBI products.
3.2 Work with IBI management to develop internal controls and procedures to ensure that effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on-the-job training.
3.4 The IBI/ACB will remain financially self-sustaining, generating revenue from member dues, courses, services and other sources, as permitted by the law.

4. Training program and Advanced Courses
4.1 Develop an annual trainin program - subjects, methods of training, curricula, trainers, timetables. A concerted effort should be made, to the highest extent possible, to utilize a library of training materials that have been developed under other projects as a foundation.
4.2 Build the capacity of IBI staff to develop and structure annual training programs.
4.3 Develop a solicitation program for the IBI to enhance

1.4 (Continued)

relationships with current and prospective clients. This solicitation plan will include establishment of an alumni contact program.
4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Insitute to complete in the bank training market.
4.5 Prepare an annual brochure with the description of the courses, curricula, timetables etc.
4.6 Conduct courses, as identified in the training plan. The courses will be delivered in Bulgarian, to trainees in Sofia and other major cities. All training materials (course curricula, instructional materials, banking texts and reference materials, distance learning materials and computer-based training programs) should be adapted to the current Bulgarian banking and economic reality.
4.7 Assist the IBI to create a resource center.

5. Computer-based training
5.1 Within IBI establish and structure a team to be responsible for the computer-based training program development, coordinated with the KHF and other relevant programs.
5.2 Identify and provide the appropriate software to support the development of computer-based training.
5.3 Design computer-based courses, based on the training needs analysis.

6. Pedagogical Skills
6.1 In conjunction with IBI, establish a methodology to develop pedagogical skills from the perspective of instruction in the areas of instructional design, presentation skills, and exercise and case development.
6.2 Utilize the pedagogical methodology, provide follow-up training to IBI staff in the areas of instructional design and course customization.
6.3 Trainers will be identified from within the banking industry and will be prepared to deliver training subsequent to the conclusion of the project.

7. Communication strategy
7.1 Develop a communication strategy for IBI and train a PR expert.
7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
7.3 Design an IBI web- page.
7.4 Organize a roundtable, or another forum, to discuss current trends and issues in the bank qualification.

8. Assistance regarding priority issues facing the Association of Commercial Banks

Assist the ACB on priority issues (e.g. internal corporate

1.4 (Continued)

governance, new product/service development, outreach programs etc) as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual workplans.

9. Provide U.S. and third country training

The Contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO, U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants who have a potential to be future trainers. IBI and ACB, in coordination with the Contractor and the USAID/Bulgaria CTO, will identify potential candidates to to participate in these training programs. Costs of such training and internships may be covered by other USAID/Bulgaria contractual mechanisms.

V. BENCHMARKS AND TANGIBLE RESULTS

The Contractor understands and agrees that achievement of the Tangible Results and Benchmarks are the essence of this SOW and that the USAID CTO will judge the Contractor's results according to the achievement of the Tangible Resulds and Benchmarks. In the event that any one or more of the Tangible Results and Benchmarks is not achieved, or should the Contractor at any time realize that they are not achievable, then the Contractor shall immediately advise USAID in writing, and in the next monthly report as part of the Task Order Reporting Requirements (i.e. monthly and "completion" reports) shall provide a complete explanation of the circumstances relating thereto.

Tangible results

1. Through the ACB/IBI's training programs, the soundness and stability of the Bulgarian banking system will be strengthened, as measured by selected performance indicators established with the E&E program objective team .

2. ACB and IBI will provide services to members and the broad banking community on a sustainable basis.

3. IBI staff will have designed and conducted market research and training needs analysis.

4. IBI staff will have designed a long-term sustainability strategy and will be able to revise and update it, as needed.

5. IBI will have developed and implemented a program and

2'4 (Continued)

training plan responsive to the bank market needs.

6. IBI staff will have developed marketing and business plans, as well as a pricing model for services offered in order to ensure financial self-sustainability after USAID funding is over.

7. IBI staff will have prepared, and delivered annual banker-training programs based upon market needs analysis, and in consistence with the new international requirements for the banking sector development.

8. IBI staff will have established a curriculum of courses delivered on a sustainable basis by Bulgarian trainers and which is imtegrated with a computer/distance learning facility.

9. IBI staff will be fully capable to elaborate Computer and Internet based training courses using up-to-date technology.

10. IBI will have developed a resource center for bank training in Bulgaria.

Benchmarks

Within 60 days of contract award, the Contractor, in conjunction with IBI, ACB and USAID, will develop and adopt a workplan which prioritizes activities as outlined in the Scope of Work, and provides estimated timeframes for completion.

3 months after contract award:

1. The Contractor will assist IBI to conduct training needs analysis within the Bulgarian banking sector.

2. The Contractor will assist IBI to design a strategy for the development of bank qualification in the country and to design a training plan.

3. The Contractor will assist IBI to develop a business plan for IBI and a pricing plan for its activities.

4. The Contractor will provide guidance to IBI as for which courses should comprise the first year curriculu. The Contractor will assist IBI to prepare a schedule for course delivery.

5. The Contractor will assist IBI to prepare a course and a seminar curriculum and will provide advice to the IBI how to most efficiently distribute it to the financial sector and the banking industry.

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1.4 (Continued)

Six months after contract award:

1. The Contractor will assist IBI to develop an on-line IBI webpage.

2. The Contractor will assist IBI/ACB to prepare a quarterly newsletter for IBI/ACB activities.

3. The Contractor will design US-based and third country trainings for IBI and ACB staff.

4. The Contractor will identify priority issues faced by ACB and developed an action plan to address them.

One year after contract award:

1. The Contractor will provide advice and support to the IBI as to the establishment of an effective financial management and international control system within IBI.

2. The Contractor will assist IBI to prepare and deliver training courses based upon the training plan and the agreed upon priorities.

3. The Contractor will assist IBI to develop a marketing plan for IBI's activities.

4. The Contractor will provide guidance as for the development of a test version of a computer based training.

Tangible results and benchmarks for the second and third years will be circulated in subsequent annual workplans.

VI. SPECIAL INSTRUCTIONS

1. Duty Post: This work order will be performed in Bulgaria and in Washington D.C.
2. Language requirements and other required qualifications: Proficiency in English is required for all personnel.
3. Access to classified information: The Contractor(s) will not have access to any U.S. Government classified material.
4. Logistic support: The Contractor is responsible for providing all logistic support.
5. Workweek: Resident advisors are authorized to work a five-day week in Bulgaria. Short-term advisors (12 days or less) are authorized to work a six-day week.
6. Travel: All Contractor travel to Bulgaria requires prior country clearance from USAID/Bulgaria. All business travel

1.4 (Continued)

outside of Bulgaria by Contractor personnel stationed in Bulgaria, must be requested by the Contractor in writing, and approved by the USAID/Bulgaria CTO at least 5 business days in advance of such travel.
7. Documents: In the course of implementation, the Contractor will produce documentation and guidelines, which may be reproduced by USAID for its own use, or for use by other institutions.
8. Press Contracts: Prior to having interviews with foreign or local press, making press releases, holding news conferences, or other communications with the news media regarding activities under this T.O., the Contractor will consult with the USAID/Bulgaria CTO concerning any and all such proposed communications.

In no event will any understanding, agreement, modification, change order or other matter which modifies the terms of the Contract between the Contractor and any person other than the Contracting Officer be effective and binding upon the U.S. Government.

VII. REPORTING REQUIREMENTS

The following reports are required under this Task Order:

1. The Contractor will submit an annual workplan. The first is due within 60 days of the contract award, and all subsequent are due within 30 days of the project anniversary.

2. The Contractor will submit brief monthly status reports. The reports will be comprehensive yet concise, containing only information which is material to the success of the project.

3. The Contractor will prepare a detailed completion report which will highlight accomplishments against the work plan, give the final status of benchmarks and tangible results, and identify additional weaknesses in the sector, or in banking-related polices, regulations or laws. This report will evaluate the achievement of the tangible results. The report may also recommend follow-on work needed.

The Contractor will submit copies of all reports to:

Rayna Dimitrova - Senior Advisor: Banking (CTO)
William S. Foerderer - Chief: Office of Economic Restructuring and Growth
USAID Mission to Bulgaria
NDK Office Building, 5th Floor
1 Bulgaria Square, 1414 Sofia, Bulgaria

1.4 (Continued)

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ACCOUNTING AND APPROPRIATION DATA

MAARD No.: 002U183PG083001
Project No.: 180-0014.83
729/01010-69-WAI9-00-22183-KG13-G083001-251456/52506

Total Amount Obligated: $300,000.00

TECHNICAL DIRECTIONS

Technical Directions during the performance of this task order shall be provided by the Technical Officer as stated in Block 5 of the cover page pursuant to Section F of the contract.

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Appendix B

International Banking Institute/Barents Group

Work plan

Time Frame

April 2000 to May 2003

Responsible managers

International Banking Institute (IBI)	Kamelia Stefanova, Director
Barents Group (BG)	Richard Lewis, Resident Advisor

Key support groups

Association of Commercial Banks (ACB)
Bulgarian National Bank (BNB)
United States Agency for International Development (USAID)

Guiding Principles

In a world of bewildering economic and technological change, IBI will adhere to several guiding principles:

1. Develop open communication channels with the financial services sector in Bulgaria to understand what are the current demands for a highly educated workforce.
2. In response to those educational needs, provide a wide array of high quality programs and learning tools, delivered in the most flexible, convenient and cost effective manner.
3. Become the recognized provider of educational programs which lead to a professional banker certification.
4. Take advantage of the benefits of technology to provide client access to world wide resources in the "knowledge" economy.
5. Develop partnerships with other financial service training institutes in order to maximize resources and share experiences.

Short term work plan

2000 April-June

- Introduction and familiarization of Barents advisor with IBI staff, programs and operational resources.
- Introduction of Barents advisor to British Know How Fund advisors in order to coordinate and maximize all cooperative efforts.
- Presentation of short term work plan to ACB, IBI and USAID for comment and recommendations.
- Establish principles for market research methodology to assess bank training needs.
- Visit at least 30% of the key banks in Bulgaria to assess training needs and support for IBI programs.
- Prepare tentative schedule for 14 courses to be delivered by Barents/local instructors between September 2000 and June 2001.
- Confirm course topics and Barents/local instructors for September/October courses.
- Evaluate staffing needs and organizational structure of IBI with recommendations for strengthening the staff where necessary.

2000 July-September

- Preparation of business plan for IBI and develop model for pricing IBI products.
- Complete analysis of competitive training programs.
- IBI and BG to investigate and evaluate suitable options for future IBI office and training facilities.
- Complete first round of visits to all remaining banks.
- Establish principles of a communication strategy and begin training of an IBI Public relations expert.
- Develop guidelines for the design and development of IBI Internet Web site.
- Finalize, produce and distribute IBI course catalog for academic year September 2000 to June 2001; to include course descriptions, proposed dates and location options.
- Deliver two courses by Barents/local instructors in September.
- Confirm course subjects and instructors for November.

2000 October-December

- Deliver three courses by Barents/local instructors in October.
- Deliver two courses by Barents/local instructors in November.
- Introduce IBI Web site.
- Confirm schedule and subjects for the seven courses in the first half of 2001.
- Refine options of IBI facilities plan and make recommendation to ACB and BNB.
- Expand visitations to other influential financial service providers to assess their view on banker training needs.

2001 January-March

- Deliver two Barents courses in March.
- Begin second round of bank visitations.
- Refine and expand Web site content and links.
- Investigate and initiate development of a banker certification curriculum to meet EU/International standards.
- Organize a roundtable or focus group of bank professionals to discuss current trends and issues in the banker qualification process.
- Submit completed strategic plan for comment and approval by ACB, BNB and USAID.

2001 April-June

- Deliver two Barents courses in April.
- Deliver three Barents courses in May, one of which will be for training of trainers.
- Design an IBI newsletter directed to the financial community and other relevant parties.
- Begin development of a Resource Center.
- Begin the development and design of a computer based training strategy.
- Develop preparations for exchange program with representatives of Central and Eastern Europe Bank Training Institutes.

The second and third year work plans will reflect an expansion and refinement of those tasks initiated in year one. Details and appropriate timetables will be developed within the prior quarter (January-March) of the preceding project year for implementation in the subsequent project year.

International Banking Institute/Barents Group

Review of Year One activities and Work Plan for Year Two

Project Time Frame

April 14 2000 to April 13 2003

Responsible managers

International Banking Institute (IBI)	Maria Georgieva, Director
Barents Group (BG)	Richard Lewis, Resident Advisor

Key support groups

Association of Commercial Banks (ACB)
Bulgarian National Bank (BNB)
United States Agency for International Development (USAID)

Year One (May 2000 to April 2001) summary of activities

The first year activities can be generally described as slow in developing during the initial nine months, but the pace of activity and demonstrated results accelerated in the period from February-April, 2001.

Of some consequence was the change in the leadership of IBI. The current Director, Ms. Maria Georgieva assumed these duties as of February 1, 2001.

The primary accomplishments under the USAID technical assistance were:

1. IBI staff and the Barents resident advisor conducted an informal banker training needs assessment (TNA) through in depth interviews of bank executive officers, human resource managers and technical specialists. Virtually all Bulgarian banks were visited in this process.
2. Delivery of eleven seminars, conducted by Western instructors. Topics focused on basic bank risk elements as well as customer service skills. All tuition collected from these courses, approx. $20,000. was transferred to IBI.
3. IBI staff was enhanced through the new hire of a Marketing Director; a position recommended by the Barents advisor.
4. The foundations were constructed for an IBI course catalog, web site and other means of promoting IBI activities.
5. The first in a series of round table discussions was held with bank human resource training managers.
6. Preliminary work was begun on the development of an IBI strategic plan.

Work plan – Year Two

Time Frame

May 2001 to April 2002

May –June 2001

- Deliver a seminar on "Bank Restructuring".
- Deliver a seminar on "Bank Cards"
- Deliver a seminar on "Marketing of Financial Services"
- Deliver a seminar on "Customer Service" to Varna based banks.
- Deliver an in bank "Customer Service" seminar for Post Bank.
- Deliver a seminar on "Risk Management"
- Organize a team building retreat for all IBI and USAID/Barents staff.
- Complete publication and distribute first edition of the IBI catalog
- Complete design and launch of new IBI web site
- Provide web site training to selected IBI/Barents staff through USAID partner program.
- Begin preparatory work on an IBI newsletter
- Assist IBI in the selection and leasing of alternative administrative office/training facilities.
- Continue target bank visits as part of training needs assessment and promotion of IBI programs.

July-August 2001

- Add English language content to IBI web site.
- Expand content and add links to IBI web site.
- Complete first edition of IBI newsletter for distribution in early September.
- Develop photo file for IBI publicity releases
- Develop formal media kit
- Develop a monthly calendar of public relations events, to be updated every week.
- Prepare next quarterly H/R manager roundtable in September.
- Select and purchase new IBI promotional items.
- Begin development of IBI alumni association data base.
- Develop IBI faculty profiles and evaluate training needs of selected local instructors.
- Begin monthly financial review with variance analysis against plan.
- Continue purchase and solicitation of recommended materials for the IBI library.

September-October 2001

- Deliver second "Training of Trainers" seminar, by invitation only.
- Deliver a seminar on "Financial Institution Analysis".
- Deliver a seminar on "Marketing for Branch offices" in Varna.
- Deliver a seminar on "Customer Service" in Rousse.
- Deliver a seminar on "Customer Service" in Plovdiv.
- Complete first draft of a marketing plan as part of overall IBI strategic plan.
- Develop a menu of pricing options for IBI courses, course materials and programs.
- Conduct second roundtable meeting with bank human resource managers
- IBI Director Georgieva and Barents advisor Lewis to visit training institutes in Budapest, Warsaw and possibly Kotowice, Poland
- Ongoing development of IBI library.
- Ongoing upgrade and maintenance of IBI web site.
- Continue targeted bank visits (minimum of ten each month).
- Distribute first edition of IBI quarterly newsletter in September.

November – December 2001

- Deliver a seminar on "Strategic Planning", with Bulgarian co-instructor
- Deliver a seminar on "Real Estate Finance"
- Deliver a seminar on "Human Resource Management", with Bulgarian co-instructor
- Deliver a series of short workshops on various management skills.
- Provide a short seminar on "Effective Presentation Skills" for entire IBI staff
- USA based Training of Trainers for six bankers, arranged through a supplemental USAID funded mechanism.
- Conduct third roundtable discussion with selected bank managers
- Publish second edition of the IBI newsletter.
- Conduct first IBI alumni association meeting.
- Complete IBI strategic plan for presentation to the IBI Managing Board.
- Continue targeted bank visits
- Prepare second edition of the IBI course catalog.
- Ongoing maintenance of IBI web site

January-February 2002

- Deliver two seminars and in bank programs. Bulgarian co-instructors
- Deliver second edition of the IBI course catalog.
- Ongoing maintenance of IBI web site.
- Ongoing visits to selected bank clients.
- Present detailed financial analysis of IBI operations in 2001 and develop 2002 financial plan.

March- April 2002

- Deliver two seminars and in bank program. Bulgarian co-instructors. One seminar to be "Advanced Training of Trainers".
- Conduct fourth H/R roundtable discussion.
- Continue targeted bank visits.
- Publish third edition of IBI newsletter.
- Conduct workshop for media regarding banking issues.
- Confirm coursed schedule for balance of 2002.

The third year work plans will reflect an expansion and refinement of those tasks initiated in years one and two.

International Banking Institute/Barents Group

Work plan

Time Frame

May 2002 to April 2003

Responsible managers

International Banking Institute (IBI)	Maria Georgieva, Director
Barents Group (BG)	Richard Lewis, Resident Advisor

Short term work plan

2002 May – July

- Deliver courses on "Branch Office Management" and "Customer Service"
- Conduct a formal training needs analysis
- Conduct a second IBI retreat to focus on product development, organization structure and listening to clients.
- Continuous work on IBI web page.
- Continuous development of the IBI Resource Center.

2002 August – October

- Delivery of courses on "Branch office Management", " Analysis of Back room/front line Operations" and "SME Finance"
- Conduct a HR retreat to discuss contemporary HR management practices.
- Begin selection of course materials for conversion to e-learning format

. 2002 November – 2003 January

- Refine and expand content on IBI Web site.
- Expand visitations to other influential financial service providers to assess their view on banker training needs. This is a continuous effort.
- Finalize, produce and distribute IBI course catalog for 2003 academic year.
- USA study tour to be conducted in Washington, D.C. in early December
- H/R – IBI faculty roundtable
- Deliver coursed on "Risk Management"

2003 February – April

- Develop a comprehensive Marketing plan
- Complete analysis of competitive training programs as part of the marketing plan.
- Continue publishing editions of IBI newsletter directed to the financial community and other relevant parties.
- Expand and promote the IBI Resource Center.
- Continue the development and design of a computer based training strategy.
- Establish principles of a communication strategy and begin training of an IBI Public relations expert.
- Develop a practical management accounting system to support a more detailed budget.
- Prepare alternative strategies to assure the financial sustainability of IBI.
- Assist IBI in the consolidation of database reports for IBI instructors, clients and prospects.
- Create an IBI alumni organization.
- Compete translation from English into Bulgarian of all relevant course materials.

Appendix C

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: April-May, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This inception report will cover the last two weeks of April and the full month of May, 2000.

The primary activities were:

1. Familiarization of the advisor with the details of the IBI operations, staff and resources.
2. Interview and hire Barents local staff.
3. Conduct introductory meetings with senior managers and or human resource managers of the following banks:
   a. Biochim Bank
   b. United Bulgarian Bank
   c. Post Bank
4. Conduct introductory meetings with ACB, KPMG, British Know How Fund, IPC Consulting and Bulgaria National Bank (BNB) Bank supervision management.
5. Develop the first year work plan. (Copy attached to this performance report)
6. Assist the BNB bank supervision department in preparation for the Corporate Governance seminar scheduled for June 14, 2000.
7. Inspect alternative training facilities at Sheraton Hotel, Hotel Rodina, National Palace of Culture, Interpred and Sofia International Management Center.

Obstacles to achieving expected results

The activities of the first six weeks of the project were somewhat constrained due to limited contact with IBI Director Stefanova. This situation should be alleviated at the end of June when she concludes her two days a week schedule of classes for which she serves as an instructor at a local University.

In addition, the advisor will provide the IBI Director with a time and task specific work plan. This plan will require a full commitment from the IBI Director and her staff in order to accelerate the pace of this project.

Work in Progress

1. Complete first round of meetings with all commercial banks.
2. Assist the IBI in developing options for alternative training and administrative facilities.
3. Select Barents courses and instructors for September, October, November, 2000.
4. Develop schedule of Barents courses for March, April, May, June 2001.
5. Begin development of the IBI course catalog.
6. Assemble models of bank qualification programs throughout the world.
7. Initiate training of IBI staff in market research methodology.
8. Develop pricing model for all IBI products, exclusive of existing distance learning programs.

Report submitted by: Richard Lewis, Barents Group

Date submitted: June 21, 2000

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: June, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of June 2000

The primary activities were:

1. The Barents advisor coordinated and served as moderator for a one half day seminar on Corporate Governance.
2. The IBI work plan was completed and presented to the Managing Board of the Association of Commercial Banks (ACB) as well as the Managing Board of IBI.
3. Models of banker training institute strategic plans were developed and submitted to IBI Director Stefanova for guides in the preparation of the IBI strategic plan.
4. Meeting with representatives of CEELI (Central & Eastern Europe Law Initiative) to coordinate training activities relative to legal issues impacting banks.
5. Meeting with representatives of the Deposit Insurance Fund to coordinate training activities.
6. Conducted meetings with senior managers and human resource managers of the following banks:

    a. United Bulgarian Bank (second meeting)
    b. Biochim Bank (second meeting)
    c. DSK Bank
    d. Bulbank

8. Conducted meetings with senior managers and human resource directors of the following banks:

   a. Unionbank Commercial Bank Ltd
   b. BNP-Dresdner Bank
9. Interviewed and recruited interpreters/translators for Barents course materials.
10. Meeting with World Bank representatives to review current issues in Bulgarian financial sector.
11. Meeting with USAID & Bulgarian American Enterprise Fund to discuss development of secondary market for residential mortgage product and training needs required.
12. Initiated work for the production of an IBI course catalog.

Obstacles to achieving expected results

Barents advisor was on personal leave the first week of July.

Work in Progress

1. Complete first round of meetings with all commercial banks.
2. Meet with selected banks in Varna in anticipation of Credit Management course to be delivered the week of October 2, 2000.
3. Continue assistance to IBI in developing options for alternative training and administrative facilities.
4. Develop schedule of Barents courses for March, April, May, June 2001.
5. Continue development of the IBI course catalog.
6. Assemble models of bank qualification programs throughout the world.
7. Continue training of IBI staff in market research methodology.
8. Develop pricing model for all IBI products, exclusive of existing distance learning programs.
9. Implement Training Needs Assessment with assistance by Barents specialists.
10. Continue to assist IBI staff in development of the strategic plan.
11. Select local firm for design of Web Site and develop content for the site.

Report submitted by: Richard Lewis, Barents Group

Date submitted: September 1, 2000

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: August, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of August 2000.

The primary activities were:

1. Inspected Varna training facilities alternatives for Credit Management course during the week of October 2, 2000
2. Conducted meetings with senior managers and human resource directors of the following banks:

    a. Demir Bank
    b. National Bank of Greece
    c. ING Barings
    d. Raiffeissen Bank
    e. Varna branches of Union Bank, Hebros Bank and Biochim Bank

3. Continued work for the production of an IBI course catalog.
4. Conducted IBI staff meeting for Strategic Plan S.W.O.T. analysis.
5. Continued work on logistics, translation of scheduled courses for Fall 2000

Obstacles to achieving expected results

Barents advisor was on personal leave middle week of August. IBI Director began personal leave from August 14 to September 15.

Work in Progress

1. Complete first round of meetings with all commercial banks.
2. Continue assistance to IBI in developing options for alternative training and administrative facilities.
3. Develop schedule of Barents courses for March, April, May, June 2001.
4. Continue development of the IBI course catalog.
5. Assemble models of bank qualification programs throughout the world.
6. Continue training of IBI staff in market research methodology.
7. Develop pricing model for all IBI products, exclusive of existing distance learning programs.
8. Implement Training Needs Assessment with assistance by Barents specialists.
9. Continue to assist IBI staff in development of the strategic plan.
10. Select local firm for design of Web Site and develop content for the site.

Report submitted by: Richard Lewis, Barents Group

Date submitted: September 1, 2000

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: September, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of September 2000.

The primary activities were:

1. Prepared course instruction materials, course announcements, recruited course translators and arranged for all logistics related to October courses to be delivered in Varna and Sofia. The October courses will be Credit Management System, Problem Loan Management and Foreign Exchange. Also worked on proposed Bank Restructuring course, scheduled for September, but subsequently re-scheduled for 2001.
2. Conducted meetings, accompanied by IBI staff member Ms. Rilka Alexandrova, with senior managers and human resource directors of the following banks to introduce the IBI project and solicit input on training needs:

   Municipal Bank – Ms. Milka Gusiiska, H/R Manager (September 11)
   EuroBank – Ms. Passina Varadinova, H/R Manager (September 12)
   International Commercial Bank – Mr. Steven Strauss, CEO
   Ms. Vessela Yosiva, H/R Manager (September 13)
   United Bulgarian Bank - Ms. Teodora Miloshova , H/R Manager (September 14)
   Ms. Anny Arsova, Training Expert
   Hebros Bank - Mr. Guatam Vir – CEO (September 27)

3. Project progress report made to ACB Secretary General Martzeva - (September 15)
4. IBI project overview meeting with Deposit Insurance Fund, Ms. Rumyana Uzunova - (September 18)

5. Attended Bulgaria International Business Association (BIBA) Banking and Finance Committee meeting to introduce IBI project. (September 19)

6. British Know How Fund advisor Mr. Barry Hoye and Barents Advisor R. Lewis invited to offer comment to BNB Deputy Governor Kabaktchiev and ACB Chairman Dimitrov on the institutional strengths and weaknesses of IBI. (September 21)

7. Multiple meetings with Biochim Bank senior managers to solicit comment on course materials and case studies for Problem Loan Management, Internal Audit, International Accounting Standards and Foreign Exchange courses.

8. Meeting with Carana Corp. Director, Mr. Scott Bressler, to discuss opportunities to integrate training activities. (September 26)

Obstacles to achieving expected results

Work in Progress

1. Activities related to IBI institutional strengthening, listed in the August 2000 monthly report, remained in a static mode.

2. Primary efforts dedicated to fulfillment of seven Barents courses scheduled for Fall 2000.

Report submitted by: Richard Lewis, Barents Group

Date submitted: November 29, 2000

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: October, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of October 2000.

The primary activities were:

1. Delivered Credit Management System course in Varna from October 2-6. (Attendance list and course evaluation attached)
2. Delivered Credit Management System course in Sofia from October 9-20. (Attendance list and course evaluation attached)
3. Delivered Problem Loan Management course in Sofia from October 9-20. (Attendance list and course evaluation attached)
4. Visited Express Bank, Varna - Mr. Phillipe Guidez, Managing Director (October 2)
5. Visited BNP Dresdner, Varna office – Mr. Dmitar Valkov, Branch Manager (October 2)
6. Visited Raiffeisen Bank – Ms. Birgit Moschitz, H/R Director (October 3)
7. Visited American University in Blagoevgrad – Dr. Gordon Anderson, Chief Financial Officer (October 5)

Obstacles to achieving expected results

Work in Progress

1. Assisted IBI staff member, Dessilava Popova, in development of Strategic Plan; competitor analysis. (October 26)

2. Primary efforts dedicated to fulfillment of Barents courses scheduled for October/November

Report submitted by: Richard Lewis, Barents Group

Date submitted: November 29, 2000

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: KPMG Consulting/Barents
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: November, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of November2000.

The primary activities were:

1. KPMG/Barents advisor met with Cisco Systems Bulgaria Manager, Peter Ivanov, to solicit input and assistance for the creation of a Web site for IBI. Follow up meeting scheduled for January 2001.
2. Delivered Foreign Exchange course in Sofia from October 30 to November 3 (Attendance list and course evaluation attached)
3. Delivered Internal Audit course in Sofia from November 13 to November 24. (Attendance list and course evaluation attached)
4. Delivered International Accounting Standards (IAS) course in Sofia from November 13 to November 24. (Attendance list and course evaluation attached)
5. Preliminary to the Internal Audit and International Accounting Standards courses, a breakfast reception was held to provide an overview of the critical Internal Audit and IAS issues facing the executive managers of Bulgarian banks today. Heads of Internal Audit, Chief Accountants as well as the aforementioned bank executives attended the reception. Remarks were provided by KPMG Consulting/Barents advisor Richard Lewis, Bulgarian National Bank (BNB) Head of Bank Supervision Policy Directorate, Roumen Simeonov; USAID

Chief of Private Enterprise, William Foerderer and KPMG/Barents instructor, Dr. Maureen Berry.

6. Dr.Berry, instructor for the Internal Audit and IAS courses, subsequently conducted a round of meetings with selected bank executive managers, Internal Audit heads and Chief Accountants in the week prior to the scheduled classes. The purpose of the meetings was to solicit input from the banks as to their respective training needs in both courses as well as provide Dr. Berry the opportunity to stress the important role executive bank managers have in the internal audit process.

   Banks and organizations visited by Dr. Berry during the week of November 6 were the following:

   1. International Commercial Bank – Steven Strauss, CEO
   2. Post Bank – Oliver Whittle, Executive Director
   3. Biochim Bank – Ventzislav Lyoubomirov, Executive Director
   4. Raiffeisen Bank – John Harris, Chairman
   5. Rosexim Bank – Mincho Mihov, Executive Director
   6. Commercial Bank Bulgaria Invest – Dimitar Kostov, Executive Director
   7. National Bank of Greece – Ivan Stoev, Chief Accountant
   8. Association of Commercial Banks – Irina Martzeva, Secretary General

Supplemental activities

An evening reception was held on November 15 to announce the launch of the USAID/ KPMG/Barents Group technical assistance for the International Banking Institute (IBI) and the Association of Commercial Banks (ACB). In attendance were Executive Directors, Human Resource Directors, training managers of the commercial banks as well as reperesnttaives from KPMG/Barents and USAID. In addition; Deputy Governor Kabaktchiev of the Bulgarian National Bank, representatives of the Deposit Insurance Fund, and other donor groups were in attendance.

KPMG/Barents Senior Advisor R. Lewis was invited to meet with ACB Chairman Saps Dimitrov, on November 15, to discuss the ACB process for appointing a successor to the current IBI Director, Kamelia Stefanova.

Mr. Patrick Bryski, Managing Director of KPMG/Barents worldwide banker training projects, visited Sofia on November 14-17. Meetings were conducted with USAID Mission representatives, ACB Secretary General Martzeva, ACB Chairman Spas Dimitrov. Mr.Bryski also was able to meet with many guests in attendance at the November 15 evening reception.

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: KPMG Consulting/Barents
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: December, 2000
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of December 2000.

The primary activities were:

Confirmation that 119 bankers, from 26 different institutions, participated in the six Barents courses delivered in the months of October and November 2000.

Limited activity with the International Banking Institute (IBI) in December due to the imminent departure of the outgoing Director, Ms. Stefanova, and the two week year end personal leave of the Barents advisor, Mr. Lewis.

British Know How Fund Advisor to IBI, Mr. Barry Hoye, along with Mr. Lewis, consulted with Bulgaria National Bank Deputy Director Kabaktchiev, regarding their recommendations for a successor to Ms. Stefanova. An open competition for the IBI Director position will be advertised, with the applicants to be selected by the Managing Board of the Association of Commercial Banks and Mr. Kabaktchiev.

Development of the 2001 Barents course calendar through June was completed and confirmed. It is expected there will be an additional eleven courses to be delivered between January and June 2001. This is in addition to the six classes completed in 2000.

plus the one-week bank visitation by Internal Audit and IAS instructor, Dr. Maureen Berry.

Visited Texim Bank - Ms. Maria Vidolova, CEO
This was an introductory meeting to introduce the Barents/IBI program and also solicit input on the future training needs of Texim Bank,

Visited Hebros Bank – Mr. Gautam Vir, CEO
This was a follow up meeting to discuss the specific training needs of Hebros Bank. Continued emphasis will be placed on training for "soft" managerial skills; i.e., communications, team building, etc.

Supplemental activities

Advisor Lewis attended the Association of Commercial Banks annual meeting.

Report submitted by: Richard Lewis, Barents Group

Date submitted: March 6, 2001

TASK ORDER MONTHLY *(OR QUARTERLY)* PERFORMANCE REPORT

Contractor: KPMG Consulting/Barents
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: January 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Activities to accomplish expected results

This report covers the activities for the month of January 2001.

The primary activities were:

1. Ms. Maria Georgieva was selected as the new IBI Director. She was the founding Director of IBI in 1991 and has recently served as an Executive Manager of the Central Cooperative Bank. Ms. Georgieva is expected to assume full time duties at IBI as of February 1, 2001. Barents advisor Lewis met with BNB Deputy Director Kabaktchiev and ACB Chairman Dimitrov on January 15 to discuss the Director selection process. Both stressed their strong support for IBI, Ms. Georgieva and welcomed the continued technical assistance from USAID/Barents.
2. Three separate meetings were held between advisor Lewis and Ms. Georgieva, prior to her formal assumption of her IBI duties. In addition to providing Ms. Georgieva with a detailed report on prior Barents activities with IBI since May 2000, a list of near term action steps was drafted and agreed upon. First of which was a review of the existing IBI staff by Ms. Georgieva with a possible reorganization of duties and reporting structure. Additional key issues covered were the strategic planning process, team building, financial review of IBI, marketing activities and the need to relocate IBI staff into a new location.

3. Two separate meetings were held with IBI staff to develop the content to be utilized in a proposed course catalog, internet web site, brochure and other promotional materials.
4. Advisor Lewis interviewed ten applicants for the position of translator/interpreter. The successful applicant will become a full time Barents local hire and will replace the more costly independent free lance translators used in the past year.
5. Advisor Lewis met with representatives from the Radisson and Hilton Hotels for the purpose of negotiating more favorable rates for training facilities.
6. Dr. Maureen Berry began repeat courses on Internal Audit and International Accounting Standards (IAS). Thirteen persons, from nine banks, attended the Internal Audit course. Twenty persons, from thirteen banks, attended the IAS course. (January 29 to February 9)
7. Barents advisor Lewis met with Biochim Bank Internal Audit Head, Ms. Georgieva, to provide guidance on the formation of an independent association of Bank Internal Auditors in Bulgaria. (January 5).
8. Based on guidance from USAID Financial Sector Chief, William Foerderer, it was decided to reallocate project funds. Instead of a formal training needs assessment by a USA advisor, the funds will be directed toward the delivery of more courses, preferably with local instructors.
9. Advisor Lewis met with USAID contractor Carana Corporation, Donald Crane and Scott Bressler, to explore methods for mutual training programs. An immediate benefit resulted form the sharing of IAS training ideas and approaches between Barents instructor Berry and Carana instructor Barnes. (January 24)
10. Meeting with University of Delaware (UD) FLAG Consortium in Bulgaria to negotiate the rights to deliver *Bank Exec International,* a computer simulation model course. (January 9)
11. Several meetings with representatives of the Chartered Institute of Bankers, British Know Fund and their T/A contractor to IBI for the purpose of coordinating support to the new IBI Director. (January 11 & 17)
12. Meeting with the Bulgaria National Audit Chamber, Ms. Nadezhda Sanolova, for the purpose of introducing IBI programs and soliciting the training needs of the Audit Chamber.
13. Bank Meetings:

    a. Post Bank. Met with the newly appointed training director, Ms. Lyuba Taleva, to introduce IBI and asses the training needs (TNA) of Post Bank. (January 23)
    b. Biochim Bank. Met with Ms. Lyudmila Stoeva, H/R Department Head and several members of her staff to solicit input and support for forthcoming Barents seminars. (January 12)
    c. Raiffeisen Bank. Met with H/R Director, Ms. Birgit Moshitz, to obtain input on future Barents course development, notably *Customer Service* and *Managing Change in Bank Operations.* (January 23)
    d. HypoVereinsbank. Introductory and TNA meeting with Mr. Vladimir Baboursky, H/R manager. (January 25)
    e. State Savings Bank (DSK). Met with recently appointed training manager, Ms. Elena Terzieva, to introduce IBI programs and learn of the new DSK training academy. (January 25)
    f. First Investment Bank. Introductory and TNA meeting with Ms. Maya Georgieva, CEO and several members of the bank's H/R staff. (January 26)
    g. Bulbank. Introductory meeting with Mr. Luigi Lavaglio, recently appointed CEO, and Ms. Tomova, H/R Department Head. Mr. Lavaglio outlined the bank's needs in the development of analytical, marketing, interpersonal and leadership skills. (January 31)

Supplemental activities

Attended meetings of Bulgaria Investment Business Association. (January 19,24)

Attended American Chamber of Commerce event. (January 25)

Meeting with BalkanPharma H/R manager, Mr. George Ivanov, to discuss their overall H/R program. (January 12)

Report submitted by: Richard Lewis, Barents Group

Date submitted: March 7, 2001

Tasks accomplished (1.0)

Training needs of the following banks were assessed via personal visits to bank executive officers, human resource/training managers: (Specific needs identified by each bank listed below)
Rilka Alexandrova of the IBI staff accompanied R. Lewis. She is becoming more involved in the meetings and more active in soliciting feedback from the bank clients.
SG Express Bank

- Customer Service
- Managing Change
- Training of Trainers

Encouragement Bank

- SME lending

Atanas Borov Foundation

- All courses dealing with bank fundamental risks.

In addition, all participants in the *International Accounting Standards* and *Internal Audit* courses were solicited for comment on future training needs. Twelve written responses were obtained. A summary report on responses for all course participants is maintained by Barents staff and will be distributed to IBI for review and action.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during February. This matter will be a subject of further review with the newly installed IBI Director, Maria Georgieva. Various models of banker qualification programs have been obtained. It is expected these models will be reviewed in detail and then explored with various bank focus groups.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

An organization chart was submitted to the IBI Director, with a recommendation of a position of Financial Director (FD) and assistant. A new FD and assistant were appointed by the IBI Director.

No detailed "on the job training" was conducted at this time. After the new IBI manager is settled into his new job, a review of the internal controls, budget and pricing model will be developed.

USAID/Barents course tuition continues to be deposited into a segregated account for the future benefit of IBI's operating cash needs.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.4
Ms. Georgieva has agreed with the recommendation to recruit and hire a new Marketing Director, who will report directly to her. This position is criitical for the fulfillment of many of these tasks.
4.6
Thirteen bankers, from nine banks, completed a USAID/Barents course on the subject of Internal Audit. Twenty persons from nine banks completed a USAID/Barents course on International Accounting Standards. Participants' evaluations of the instructor and course value were consistently high for both courses.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

No action taken on this task at this time. Computer based training material will be identified within the Barents library and reviewed with the IBI Director for future use.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology, provide follow up training to IBI staff.**
     Use the pedagogical methodology, provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A Training of Trainers course has been scheduled for delivery in April 2001.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web-page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

An interim Public Relations expert from Central Cooperative Bank, Ms. Agnessa Drianavska, was appointed to fill the position of Public Relations manager as recommended in the new organization structure. Two joint meetings with Ms. Drianavska and the Barents advisor to develop standard logo and print criteria.

Three weekly meetings were held with IBI staff to develop the layout and content of a proposed course catalog.

One meeting was held with IBI staff to review Web page design recommendations.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues(e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

A joint meeting was held with ACB General Secretary Martzeva, IBI Director Georgieva and USAID/Barents advisor Lewis to confirm ACB support of IBI and solicit ACB views on where USAID/Barents may be of assistance to ACB. Ms. Martzeva and ACB assured continuous strong support of IBI. No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

No action taken on these tasks during this month.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: March 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

In addition to fulfillment of the required tasks, as outlined below, the primary focus was on IBI public relations, marketing activities and planning for an IBI team building retreat.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Training needs of Piraeus Bank were assessed via personal visit to the bank executive officer: (Specific needs listed below)
Rilka Alexandrova of the IBI staff accompanied R. Lewis. She continues to actively participate in the meetings.

Piraeus Bank:

- Due to planned expansion on their branch network, and attendant increase in staff, the bank is interested in nearly all risk management and general management topics.

In addition, all participants in the *Customer Service* and *Managing Change in Bank Operations* courses were solicited for comment on future training needs. Sixteen written responses were obtained. A summary report on responses for all course participants is maintained by Barents staff and will be distributed to IBI for review and action.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during March. This matter will be a subject of further review with the IBI Director, Maria Georgieva. Various models of banker qualification programs have been obtained. It is expected these models will be reviewed in detail and then explored with various bank focus groups.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

IBI Director Georgieva reviewed all bank accounts with Mr. Lewis. Non active account balances have been placed into higher yielding time accounts.

USAID/Barents course tuition continues to be deposited into a segregated account for the future benefit of IBI's operating cash needs.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**

4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

A new Marketing Director, Ms. Sylvia Peneva, joined IBI in March. She previously served in this same capacity during the formative years of IBI.

Ten bankers, from seven banks, completed a USAID/Barents course on the subject of Managing Change in Bank Operations. Seventeen persons from eight banks and three non-banks completed a USAID/Barents course on Customer Service. Participants' evaluations of the instructor and course value were consistently high for both courses.

Tasks Required (5.0)

5. **Computer – based training**
   5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
   5.2 Identify and provide appropriate software to support computer based training.
   5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

No action taken on this task at this time. Computer based training material will be identified within the Barents library and reviewed with the IBI Director for future use.

Tasks Required (6.0)

6. **Pedagogical Skills**
   6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
   6.2 Use the pedagogical methodology, provide follow up training to IBI staff.
   Use the pedagogical methodology, provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A Training of Trainers course has been scheduled for delivery in April 2001. Class participants are being selected based on recommendations from Barents' instructors, in previously delivered courses, as well as through IBI selected candidates.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web-page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

The interim Public Relations expert, Ms. Agnessa Drianavska, served in this capacity for six weeks. Her responsibilities have been absorbed by the recently hired Marketing Director, Ms. Peneva. Ms. Drianovska was an invited guest at a USAID sponsored half day seminar on "Media Relations". During her period of service, several joint meetings with the Barents advisor were held with advertising specialty and public relations firms.

Plans for the first roundtable meeting, on April 27, with Bank human resource/training managers were initiated. Site selection, invitation design and agenda were all completed.

Work continued on content and layout for a new IBI course catalog.

Media coverage was obtained on IBI courses during the graduation ceremony of the USAID/Barents course on Customer Service. Front page reporting with photo appeared in "Pari" newspaper.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues(e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

R. Lewis met with Index Foundation/Georgetown University Director, Maria Pryshlack, to investigate USA training opportunities for IBI staff and/or bank managers. Most Index Foundation/ Georgetown courses are several months in duration. No immediate follow up is recommended at this time.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: April 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

In addition to fulfillment of the required tasks, as outlined below, the following supplemental tasks were undertaken:

- Assistance was given to IBI staff on review and inspection of alternative office and training facilities,
- Continued planning for an IBI team building retreat,
- Visitations to Varna and Rousse to prepare for planned October courses.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Training needs of the following banks were assessed via personal visits to bank executive officers, human resource/training managers: (Specific needs identified by each bank listed below)
Rilka Alexandrova of the IBI staff accompanied R. Lewis. She continues her active role in soliciting feedback from the bank clients.

Neftinvest Bank
- Bank cards
- Credit
- Prefers in bank training due to limited number of bank staff

Alpha Bank (formerly Ionian & Popular Bank)
- Prefers in bank courses due to very small local staff
- Marketing
- Customer Service

International Bank for Trade & Development
- Customer Service
- Branch Management
- Training of Trainers

SG Express Bank (Varna)
- Developing their own in bank training capability
- Interest in customer service
- Management skills

Biochim Bank (Rousse)
- Customer Service
- Credit

DSK Bank (Rousse)
- Customer Service
- Credit
- Branch Management

Corporate Bank
- Prefers in bank training due to limited staff
- Distance learning program is useful
- Generally interested in all banking topics.

Bulgaria Invest
- Training of trainers
- Marketing
- Customer Service

In addition, all participants in the *Bank Exec* course were solicited for comment on future training needs. Nine written responses were obtained. A summary report on responses for all course participants is maintained by Barents staff and will be distributed to IBI for review and action.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 **Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**

2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

No action taken on this task during April.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.

The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

USAID/Barents course tuition continues to be deposited into a segregated account for the future benefit of IBI's operating cash needs.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1
The USAID/Barents course calendar for the remainder of 2001 was confirmed. A cumulative total of twenty-five courses will be delivered by year end 2001. In addition, an in bank course on *Customer Service* has been scheduled in Post Bank for June 2001.
4.5
Layout and first draft of the comprehensive IBI course catalog was completed. Next steps include final edit and graphics. Estimated completion by mid to late May.

4.6

Eleven bankers, from five banks, completed a USAID/Barents *Bank Exec International* course. The course was offered in cooperation with the University of Delaware - FLAG Consortium. Thirteen persons from six banks and three non-banks completed a USAID/Barents *Training of Trainers* program. Participants' evaluations of the instructor and course value remained consistently high for both courses.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

No action taken on this task at this time. Computer based training material will be identified within the Barents library and reviewed with the IBI Director for future use.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology, provide follow up training to IBI staff.**
     Use the pedagogical methodology, provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A Training of Trainers program was delivered to thirteen participants. Each participant received a video tape of their presentations. Each attendee also delivered their resume to IBI for future evaluation as an IBI instructor. A follow up program has been scheduled for September 2001, to accommodate additional registrants unable to attend the April program.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web-page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

7.4
A USAID/Barents sponsored morning reception was held on April 27 to introduce the IBI staff and programs to nearly thirty bank human resource/training managers. The guests were also given an IBI promotional gift along with the 2001 schedule of courses. The event received photo and text coverage in the "Pari" newspaper.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
8.1 Assist the ACB on priority issues(e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

No action taken on these tasks during this month.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: May, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The production of the first edition of an IBI course catalog was completed. Work continued on the design and content development of the IBI web page. An IBI team building retreat was conducted. The seminar on "Bank Restructuring" was delivered. Ongoing support was given to IBI in the search and selection of new facilities.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

All participants in the *Bank Restructuring* course were solicited for comment on future training needs. A summary report on responses for all course participants is maintained by Barents staff and will be distributed to IBI for review and action.

A meeting was held with the human resource and training managers of the Bulgarian National Bank (BNB) to determine their training needs. Their primary interest is in IBI short term and distance learning courses for entry level staff. Senior managers generally attend out of country training.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during May.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

USAID/Barents course tuition continues to be deposited into a segregated account for the future benefit of IBI's operating cash needs.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula,**

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues(e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

No action taken on these tasks during this month.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period:June, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The primary effort this month was the delivery of five seminars, including one in bank program at Post Bank. The IBI web page was also launched with Bulgarian language text. Translation into an English language version is underway. Preparatory work was begun on the IBI newsletter. Media coverage of USAID/Barents courses was expanded.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

All participants in the June courses were solicited for comment on future training needs. A summary report on responses for all course participants is maintained by Barents staff and will be distributed to IBI for review and action.

A meeting was held with the training managers of Hebros and First Eastwern International Bank to determine their training needs. Both banks indicated a strong interest in all courses with particular emphasis on management skills training.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during June

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

USAID/Barents course tuition continues to be deposited into a segregated account for the future benefit of IBI's operating cash needs.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and**

computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1
The USAID/Barents course calendar for the remainder of 2001 was confirmed. A cumulative total of twenty-five courses will be delivered by year end 2001. In addition, an in bank course on *Customer Service* was delivered at Post Bank this month.
4.5
IBI course catalog was completed in Bulgarian. 1,000 copies have been printed and targeted distribution began this month.
4.6
Five courses were delivered in June:
Bank Cards – 22 participants
Marketing of Financial Services – 31 participants
Customer Service – Post Bank in bank program – 15 participants
Customer Service – Varna – 29 participants
Risk Management - 34 participants
Three bankers from Tiblisi, Georgia are included in the above numbers.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

No action taken on this task at this time.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology, provide follow up training to IBI staff.**
     Use the pedagogical methodology, provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A follow on to the April Training of Trainers course has been scheduled for September.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web-page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

7.1 Several press releases were delivered and printed by the Sofia press concerning the USAID/Barents courses. Media coverage was also given to the graduation ceremonies for the Distance Learning program supported by the British DFID.

7.3 The IBI Bulgarian language version web site was launched in late June.
Two IBI and Barents staff members attended a one week USAID sponsored seminar on web page design and maintenance.

Tasks Required (8.0)

8. Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues(e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

No action taken on these tasks during this month.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: July, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Much of the July activity was dedicated to preparing for the remaining 2001 and future 2002 courses. Ongoing was the work related to IBI web site development, newsletter publication and library acquisitions. Assistance was also given to the IBI accounting staff in regard to break-even analysis and pricing options.

IBI Marketing Director, Sylvia Paneva, was on vacation for the last two weeks of July.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Evaluations of course participants were consolidated and reviewed for selection of future courses.

Meetings were held with Human Resource/training managers of Biochim Bank, First Investment Bank and Raiffeisen Bank to discuss "in bank" training needs. First Investment has been scheduled for a December 2001 "Customer Service" course. Raiffesien is seeking a course on "Selling skills".

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during July.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

A model for break-even analysis was distributed and discussed with the IBI accounting staff. Recommendations for alternative pricing options were discussed. Follow up meetings will be conducted after the summer vacation period.

USAID/Barents delivered courses have generated tuition receipts totaling over 71,000. Bulgarian Leva (approx. $32,000. USD), through June 2001. These funds are for the future financial sustainability of IBI, to include periodic capital improvements

Tasks Required (4.0)

4. Training Program and Advanced Courses
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**

The next roundtable is scheduled for the week of September 24. Exact time, location and agenda to be determined.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in section 6.0

Tasks accomplished (1.0)

Meetings were held with Human Resource/training managers of Raiffeisen Bank and DSK bank to discuss "in bank" training needs. A training needs analysis meeting was also conducted with Economic & Investment Bank.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task during August.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Discussions held with IBI marketing staff to review various "in bank" pricing options.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

No new actions taken during August.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer-based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

No action taken on this task at this time.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology; provide follow up training to IBI staff.**
     Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A follow on to the April Training of Trainers (TOT) course has been scheduled for September 2001. Two advanced Training of Trainer courses are scheduled for January 2002. A USA based TOT, two week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

Design work on layout and content for a first edition newsletter, scheduled for release in September, was ongoing.

The next roundtable is scheduled for October 12 at the conclusion of the Customer Service class in Plovdiv.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   - **8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as**

approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in section 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: September, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion;
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

September activity was impacted by the personal leave of the Resident Advisor during the first week of the month.

Detailed work continued toward the development of the IBI Newsletter. Final content and page layout was completed. Target date for the distribution of the first edition set for mid October.

A course was delivered on the subject of "Financial Institution Analysis" and a second class was conducted for "Training of Trainers"

Several banks were visited in connection with the development of future classes.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Meetings were held with the senior management of the Bulgaria American Credit Bank to determine their specific needs in regard to a forthcoming course on "Real Estate Finance".

The DSK training academy in Dospat was visited with the DSK Bank training manager to determine the specific needs for a forthcoming in bank class on "Managing Change in Bank Operations". Barents Managing Director, Pat Bryski, also joined in this visit.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Continuation of discussions with IBI marketing staff to review various "in bank" pricing options.

Aggregate tuition collected from Barents courses, through September 2001, totaled 75,000 BGN ($35,000 USD). These funds are considered to be available for the future financial sustainability of IBI.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**

4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through April 2002.

4.2 IBI continued to expand its course offerings in response to identified client needs. This is reflected in the growth in attendance in IBI delivered short-term classes. Short-term course attendance was *751* for 1999, *622* for 2000 and has increased to *870* through July 2001. This does not include the separate participation in the Distance Learning program sponsored by the UK organization, Department for International Development (DFID).

4.3 Names and contact information of all Barents course participants have been collected in a database. This will be combined with similar information in the IBI database, in order to create an ongoing contact list and basis for an IBI Alumni Association.

4.6 A course on Financial Institutions Analysis was delivered to seventeen participants from nine different institutions. A Training of Trainers class was delivered to twelve (12) invited participants from five institutions. Participant evaluations were excellent for both classes.

Tasks Required (5.0)

5. **Computer – based training**
   5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
   5.2 Identify and provide appropriate software to support computer-based training.
   5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

No action taken on this task at this time.

Tasks Required (6.0)

6. **Pedagogical Skills**
   6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
   6.2 Use the pedagogical methodology; provide follow up training to IBI staff.
   Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

A follow on to the April Training of Trainers (TOT) course was delivered in September. Two advanced Training of Trainer courses are scheduled for January 2002. A USA based TOT, two-week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

Design work on layout and content for a first edition newsletter, scheduled for release in October, was ongoing.

The next roundtable is scheduled for October 12 at the conclusion of the Customer Service class in Plovdiv.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in section 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: October, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

October highlights included the delivery of three (3) USAID/Barents courses throughout Bulgaria, the delivery of the first edition of the IBI newsletter "Navigator" and the assembly of the second Human Resource managers' roundtable.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

No action taken on this task.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected, exclusive of 20% VAT, from Barents courses, through October 2001, totaled 87.231 BGN ($40,000 USD). These funds are considered to be available for the future financial sustainability of IBI.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**

4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.

4.5 Prepare an annual brochure with course descriptions, curricula and schedule.

4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through April 2002.

4.2 IBI continued to expand its course offerings in response to identified client needs. This is reflected in the growth in attendance in IBI delivered short-term classes. Short-term course attendance was *751* for 1999, *622* for 2000 and has increased to *959* through October 2001. This does not include the separate participation in the Distance Learning program sponsored by the UK organization, Department for International Development (DFID).

4.3 Names and contact information of all Barents course participants have been collected in a database. This will be combined with similar information in the IBI database, in order to create an ongoing contact list and basis for an IBI Alumni Association.

4.7 Three separate USAID/Barents courses were delivered in three different locations. "Branch Office Management" in Varna; "Customer Service" in Plovdiv and "Managing Change in Bank Operations" in Dospat. The latter was an in bank course designed for the management of DSK Bank, one of the few remaining state owned banks on Bulgaria. Through October 2001, the aggregate attendance for the twenty-two (22) USAID/Barents courses is 430

Tasks Required (5.0)

5. Computer – based training

5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

5.2 Identify and provide appropriate software to support computer-based training.

5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

No action taken on this task at this time.

Tasks Required (6.0)

6. Pedagogical Skills

6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses are scheduled for January 2002. A USA based TOT, two-week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Two Bulgarian co-instructors have been selected to assist in the "Human Resource Management" class, scheduled for December 3-14, 2001.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

The first edition of the IBI Newsletter "Navigator" was published and distributed in both Bulgarian and English.

The second Human Resource roundtable discussion was held in Plovdiv. Barents instructor, Lynda Swenson, led a discussion on current human resource management issues and the attendees completed a survey of human resource manger priorities.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course

participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in section 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: November, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two USAID/Barents seminars delivered on the subjects of "Strategic Planning" and "Real Estate Finance".

Ongoing meetings with bank H/R managers to assess needs in connection with the planned course in December, "Management of the H/R Functions".

Beyond the scope of these deliverables, a considerable effort was dedicated to assisting IBI in preparing for its planned relocation of two offices into a single location.

Tasks Required (1.0)

1. Market Research
    - 1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
    - 1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
    - 1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

No action taken on this task.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected, exclusive of 20% VAT, from Barents courses, through November 2001, totaled 94,731 BGN ($43,000. USD). These funds are considered to be available for the future financial sustainability of IBI.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.

Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.**

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses are scheduled for January 2002. A USA based TOT, two-week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Two Bulgarian co-instructors have been selected to assist in the "Human Resource Management" class, scheduled for December 3-14, 2001.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort.

Ongoing development of the second edition of the IBI newsletter. The second version will be delivered solely online and is scheduled for January 2002.

Preparations begun for the third roundtable with human resource professionals, hosted by IBI, on December 6, 2001.

Preparations begun for an event to recognize the 10th anniversary of IBI, to be held on December 17, 2001.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   - **8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and**

as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in section 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: December, 2001
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two USAID/Barents seminars delivered on the subjects of "Customer Service" and "Management of the Human Resource Function".

A third Human Resource manager roundtable was held on December 6.

The IBI public relations activities included a 10th anniversary celebration, with the assistance of USAID/Barents Group.

The December activities were somewhat reduced by the two week personal leave of the Barents resident advisor and the year end holiday schedule.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

No action taken on this task.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected, exclusive of 20% VAT, from Barents courses, through December 2001, totaled 98,911 BGN ($46,000. USD). These funds are considered to be available for the future financial sustainability of IBI.

New computers and software have been acquired under the USAID/Barents T/A. Upon installation at the new IBI facilities, a more detailed managerial accounting program will be developed.

A pricing format for in bank classes was approved and agreed to by IBI management.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through September 2002. Preparation of the IBI 2002 academic catalog was in process.

4.2 IBI continued to expand its course offerings in response to identified client needs. This is reflected in the growth in attendance in IBI delivered short-term classes. Short-term course attendance was *751* for 1999, *622* for 2000 and has increased to *1,826* through December 2001. This does not include the 309 registered in the Distance Learning program sponsored by the UK organization, Department for International Development (DFID).

4.3 Names and contact information of all Barents course participants have been collected in a database. This will be combined with similar information in the IBI database, in order to create an ongoing contact list and basis for an IBI Alumni Association.

4.7 Two USAID/Barents courses were delivered in Sofia. Two separate in bank classes on the subject of "Customer Service" were delivered to First Investment Bank. A second seminar on the subject of "Management of the Human Resource Function" was delivered to a mixed group. The aggregate attendance for December classes was 40 and the cumulative number of attendees at USAID/Barents classes was 497, since project inception. Upon completion of the December 2001 seminars, 26 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**

5.2 Identify and provide appropriate software to support computer-based training.
5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
   6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses are scheduled for January 2002. A USA based TOT, two-week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Two Bulgarian co-instructors assisted in the "Management of the Human Resource Function" class.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort.

Ongoing development of the second edition of the IBI newsletter. The second version will be delivered solely online and is scheduled for January 2002.

Third roundtable, with human resource professionals, was hosted by IBI, on December 6, 2001.

An event to recognize the 10th anniversary of IBI, was be held on December 17, 2001.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: January, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two USAID/Barents seminars delivered on the subjects of "Training of Trainers – Basic" and "Training of Trainers – Advanced"

First draft of the second edition of the IBI newsletter "Navigator" was developed .

Selection of additional material for inclusion into the IBI Resource Center was emphasized.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the

Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

Research into certification models in other countries was initiated. A recommendation for a USA study tour at the American Institute of Banking has been submitted, through the auspices of the World Learning program.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

No new action taken in this area during January.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**

4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.

4.5 Prepare an annual brochure with course descriptions, curricula and schedule.

4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through September 2002. Preparation of the IBI 2002 academic catalog nearing completion.

4.7 Two USAID/Barents courses were delivered in Sofia. The first was "Training of Trainers – Basic", followed by "Training of Trainers-Advanced" The aggregate attendance for Janaury classes was 26 and the cumulative number of attendees at USAID/Barents classes was 523 , since project inception. Upon completion of the January 2002 seminars, 28 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**

5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

5.2 Identify and provide appropriate software to support computer-based training.

5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**

6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

6.2 Use the pedagogical methodology; provide follow up training to IBI staff.

Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was previewed through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort.

Ongoing development of the second edition of the IBI newsletter. The second version will be delivered solely online and is now scheduled for February 2002.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: February, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion;
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two USAID/Barents seminars delivered on the subjects of "Customer Service" for the Bulgarian American Credit Bank and ProCredit Bank. One USAID/Barents seminar delivered to Bulgaria Post Bank on the subject of "Branch Office Management"

Final draft of the second edition of the IBI newsletter "Navigator" was developed .

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

Research into certification models in other countries is continuous. A recommendation for a USA study tour at the American Institute of Banking has been submitted, through the auspices of the World Learning program.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through February 2002, reached 107,000 BGN or $49,000 USD. These funds will serve to bolster the capital of IBI for future operations.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**

4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.

4.5 Prepare an annual brochure with course descriptions, curricula and schedule.

4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through September 2002. Preparation of the IBI 2002 academic year catalog completed and in the process of translation into English for inclusion into the IBI web site and print catalog.

4.6 Three USAID/Barents courses were delivered in Sofia. Two seminars delivered on the subjects of "Customer Service" for the Bulgarian American Credit Bank and ProCredit Bank. One seminar delivered to Bulgaria Post Bank on the subject of "Branch Office Management"

The aggregate attendance for February classes was 110 and the cumulative number of attendees at USAID/Barents classes was 633, since project inception. Upon completion of the February 2002 seminars, 31 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. Computer – based training

5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

5.2 Identify and provide appropriate software to support computer-based training.

5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. Pedagogical Skills

6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, will be conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort.

Ongoing development of the second edition of the IBI newsletter. The second version will be delivered solely online and is now scheduled for electronic access in March/April 2002. Delays encountered in production of the web based version, originally scheduled for February, 2002.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: March, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion;
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

A series of three workshops were delivered on various aspects of *Foreign Exchange*. An in bank seminar on the subject *Credit Management System* was delivered in Biochim Bank.

Final draft of the second edition of the IBI newsletter "Navigator" was completed.

Ongoing effort on the expansion and upgrade of the IBI web site.

The IBI course catalog for 2002 was approved and delivered for printing.

Preliminary work was begun on a follow up to the previous IBI team building retreat held last year.

Preliminary work was conducted on the next HR Management roundtable, scheduled for April 16, 2002.

Additional titles for the IBI library were acquired, with selection of new titles ongoing.

Tasks Required (1.0)

1. Market Research
   - 1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
   - 1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
   - 1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
   - 1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
   - 1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands.

An IBI team retreat, scheduled for June, will develop a series of market research methods to determine IBI product offerings.

Tasks Required (2.0)

2. Bank Professional Qualification
   - 2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   - 2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   - 2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Research into certification models in other countries is continuous.

Tasks Required (3.0)

3. Financial Management
   - 3.1 Develop a business plan and a model for pricing IBI products.
   - 3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   - 3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through February 2002, reached 116,000 BGN or $53,000 USD. These funds will serve to bolster the capital of IBI for future operations.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through September 2002. Preparation of the IBI 2002 academic year catalog completed and in the process of translation into English for inclusion into the IBI web site and print catalog. Distribution will be made at a the next Human Resource manager roundtable, scheduled for April 16, 2002.

4.6 Two USAID/Barents courses were delivered in Sofia. A series of three workshops were delivered on the various aspects of "Foreign Exchange". An in bank course on "Credit Management System" was delivered at Biochim Bank.

The aggregate attendance for March classes was 48 and the cumulative number of attendees at USAID/Barents classes was 681, since project inception. Upon completion of the March 2002 seminars, 33 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer-based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
   6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. One of the participants, Mr. Karaneshev of Bulgarian National Bank, will deliver a seminar on"Investment Management" in April.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Ongoing development of the second edition of the IBI newsletter. The second version will be delivered solely online and is now scheduled for electronic access in April 2002.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: April, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two open enrollment classes were held; *Project Finance and SME Finance*.

The second edition of the IBI newsletter "Navigator" was published and distributed.

Ongoing effort on the expansion and upgrade of the IBI web site.

The IBI course catalog for 2002 was distributed at a media conference on April 16.

Preliminary work was begun on a follow up to the previous IBI team building retreat held last year.

H/R Management roundtable held concurrently with the media conference.

Additional titles for the IBI library were acquired, with selection of new titles ongoing.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands. Six different seminars were delivered by IBI faculty in April, to an aggregate audience of 98 participants. Year to date, 516 persons have attended classes delivered by IBI faculty.

An IBI team retreat, scheduled for June, will develop a series of market research methods to determine IBI product offerings.

Tasks Required (2.0)

2. Bank Professional Qualification

2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.

2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.

2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Research into certification models in other countries is continuous.

Tasks Required (3.0)

3. Financial Management

3.1 Develop a business plan and a model for pricing IBI products.

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.

3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.

The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through April 2002, reached 123,000 BGN or $56,000 USD. These funds will serve to bolster the capital of IBI for future operations.

The IBI financial plan for 2002 was completed and reviewed. A budget surplus is projected.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through November, 2002.

4.5 Preparation of the IBI 2002 academic year catalog completed, translated into English for inclusion into the IBI web site and print catalog. Distribution was made at the Human Resource manager roundtable, on April 16, 2002.

4.6 Two USAID/Barents courses were delivered in Sofia; *Project Finance* and *SME Finance* The aggregate attendance for April classes was 29 and the cumulative number of attendees at USAID/Barents classes was 710, since project inception. Upon completion of the April 2002 seminars, 35 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer-based training.**

5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.**

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. One of the participants, Mr. Karaneshev of Bulgarian National Bank, delivered a seminar on"Investment Management" in April.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

The second edition of the IBI newsletter was published and distributed and also included within the IBI web page.

A joint Human Resource Manager roundtable and media conference was held on April 16. The IBI 2002 course catalog, newsletter and various performance indicators were distributed. Various members of the IBI staff made verbal presentations, which were favorably reported by the media.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

A USA based study tour is now being considered for the third year work plan. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: May, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

An in bank class on *Branch Office Management* was conducted at Biochim Bank

Research was conducted in support of three IBI teams, as a follow up to the previous IBI team building retreat held last year.

Preparatory work conducted for classes scheduled for June.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands. Five different seminars were delivered by IBI faculty in May, to an aggregate audience of 69 participants. Year to date, 338 persons have attended classes delivered by IBI faculty. *The previous monthly reports reflected an erroneous head count which included USAID/Barents classes.*

An IBI team retreat, scheduled for June, will develop a series of market research methods to determine IBI product offerings. Barents Senior Manager, Karen Westergaard, has developed several research models to be reviewed with IBI in June.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

Research into certification models in other countries is continuous. This issue is presently part of the IBI team discussion planned for June.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through May 2002, reached 126,000 BGN or $63,000 USD. These funds will serve to bolster the capital of IBI for future operations.

The IBI financial plan for 2002 was completed and reviewed. A budget surplus is projected.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents courses topics have been selected, instructors recruited and course material reviewed for the course calendar through November, 2002.

4.6 One USAID/Barents courses was delivered in Sofia; *Branch Office Management* for Biochim Bank. The attendance for May classes was 19 and the cumulative number of attendees at USAID/Barents classes was 729, since project inception. Upon completion of the May 2002 seminar, 36 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer-based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
   6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

The second edition of the IBI newsletter was published and distributed and also included within the IBI web page. The third edition is presently being written for distribution in September.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and

internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

A USA based study tour is now being considered for the third year work plan. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-1-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: June, 2002
Task Order #: PCE-1-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Barents instructor, Lynda Swenson, delivered a keynote address at the Human Resource Management Conference in Varna.

Delivered "Branch Office Management" classes in Bourgas and Sofia respectively.

Delivered "Customer Service" in bank class for Bulgaria Invest Bank.

Barents advisor, Karen Westergaard, assisted IBI in a one week training needs assessment.

IBI and Barents staff attended a team retreat in Bansko to develop various approaches to IBI's organization structure, market research activities and new product development.

Assisted IBI staff in the conduct of a regional conference on Currency Counterfeiting.

Ongoing development of IBI web page content.

Ongoing acquisition of IBI learning center materials.

Tasks Required (1.0)

1. Market Research

- **1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.**
- **1.2 Determine the appropriate software required to provide market research and analysis, and provide it.**
- **1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.**
- **1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.**
- **1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.**

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands. IBI faculty delivered seven different seminars in June, to an aggregate audience of 179 participants. Year to date, 517 persons have attended classes delivered by IBI faculty.

IBI, with the co-sponsorship of the Bulgaria National Bank, hosted 60 participants from 24 countries at a three day conference on Currency Counterfeiting.

IBI co-sponsored a Human Resource Management regional conference in Varna. Over 250 persons attended from all economic sectors in Bulgaria.

An IBI team retreat was held to develop a series of market research methods to determine IBI product offerings. Barents Senior Manager, Karen Westergaard , developed several research models. Needs assessment meetings were also conducted at four Sofia based banks by Ms. Westergaard

Tasks Required (2.0)

2. Bank Professional Qualification

- **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
- **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
- **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

Research into certification models in other countries is continuous

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through June 2002, reached 131,000 BGN or $66,000 USD. These funds will serve to bolster the capital of IBI for future operations.

The IBI financial plan for 2002 was completed and reviewed. A budget surplus is projected.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.6 Three USAID/Barents courses were delivered. A three day *Branch Office Management* in Bourgas and a full week course on the same subject in Sofia. A two day in bank class on *Customer Service* was delivered for Bulgaria Invest Bank. The attendance for June classes was 46 and the cumulative number of attendees at USAID/Barents classes was 776, since project inception. Upon completion of the June 2002 seminar, 38 of the proposed 40 classes had been delivered.

Tasks Required (5.0)

5. **Computer – based training**
   - **5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
   - **5.2 Identify and provide appropriate software to support computer-based training.**
   - **5.3 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**
   - **6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
   - **6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.**

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7. **Communication strategy**
   - **7.1 Develop an IBI communication strategy and train a P/R expert.**
   - **7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.**
   - **7.3 Design an IBI web page.**
   - **7.4 Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. As of July 24, 2002 there have been 1082 hits on www.ibi-bg.com

The second edition of the IBI newsletter was published and distributed and also included within the IBI web page. The third edition is presently being written for distribution in September.

A third roundtable is proposed as two day H/R workshop in Veliko Turnova on September 19-20.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

A USA based study tour is now being considered for late October 2002. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: July, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Reduced activity as the Barents advisor was on personal leave for two weeks in early July.

Preliminary work begun on a USA based study tour for IBI and ACB personnel.

Planning for the September H/R roundtable in Veliko Turnova was begun.

Ongoing development of IBI web page content.

Ongoing acquisition of IBI learning center materials.

Tasks Required (1.0)

1. Market Research
   - 1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
   - 1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

The market research activities are ongoing through a series of informal contacts between IBI and their financial sector clients. The growth in attendance in IBI short term courses provides evidence of the increasing interest in IBI course offerings, all designed in response to market demands. IBI faculty delivered three different seminars in July, to an aggregate audience of 30 participants. Year to date, 547 persons have attended classes delivered by IBI faculty.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Initiated plans for a USA based study tour in late 2002, to include meetings designed to examine USA certification models.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

No new activity in July.

Tasks Required (4.0)

4. Training Program and Advanced Courses

4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
4.2 Build the capacity of IBI staff to develop and structure annual training programs.
4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.3 The IBI Alumni Association data base was completed through the June 2002 USAID/Barents course calendar.

Tasks Required (5.0)

5. Computer – based training
5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
5.2 Identify and provide appropriate software to support computer-based training.
5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. Pedagogical Skills
6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

6.2 Use the pedagogical methodology; provide follow up training to IBI staff. Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. As of July 24, 2002 there have been 1085 hits on www.ibi-bg.com

The third edition of the IBI newsletter is presently being written for distribution in September.

A third roundtable is proposed as two day H/R workshop in Veliko Turnova on September 19-20.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time

Tasks Required (9.0)

9. Provide U. S. and third country training

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

A USA based study tour is now being considered for early December 2002. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: August, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Reduced activity for August due to minimal staffing at our counterpart and also Barents staff as a function of planned vacations..

More detailed work continued for a USA based study tour for IBI and ACB personnel.

Development of the September H/R roundtable in Veliko Turnovo continued.

Ongoing development of IBI web page content.

Ongoing acquisition of IBI learning center materials.

Assist IBI staff in the design of a team building program for use with various clients.

Tasks Required (1.0)

1. Market Research
    1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

No activity this month. No IBI classes were conducted due to August vacation period.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Continue to refine plans for a USA based study tour in December 2002, to include meetings designed to examine USA certification models.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

No new activity in August.

Tasks Required (4.0)

4. Training Program and Advanced Courses
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to

the highest extent possible, to use a library of training materials, developed under other projects.

4.2 Build the capacity of IBI staff to develop and structure annual training programs.

4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.

4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.

4.5 Prepare an annual brochure with course descriptions, curricula and schedule.

4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.3 The IBI Alumni Association data base was completed through the June 2002 USAID/Barents course calendar.

No new course activity in August. Development of September course material and promotion was completed.

Tasks Required (5.0)

5. **Computer – based training**

5.1 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

5.2 Identify and provide appropriate software to support computer-based training.

5.3 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Tasks Required (6.0)

6. **Pedagogical Skills**

6.1 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

6.2 Use the pedagogical methodology; provide follow up training to IBI staff.

Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7. **Communication strategy**
   7.1 Develop an IBI communication strategy and train a P/R expert.
   7.2 Design a newsletter to the financial community, or other parties, as deemed appropriate.
   7.3 Design an IBI web page.
   7.4 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

The third edition of the IBI newsletter was completed for distribution in September.

A third roundtable is proposed as two day H/R workshop in Veliko Turnovo on September 19-20.

Tasks Required (8.0)

8. **Association of Commercial Banks assistance**
   8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time.

Tasks Required (9.0)

9. **Provide U. S. and third country training**
   The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course

participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

See comment above in sections 2.0 and 6.0

A USA based study tour is now being considered for early December 2002. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: September, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Continued development of program for a USA based study tour for IBI and ACB personnel in December.

H/R roundtable in Veliko Turnovo.

Delivery of two seminars by Barents instructor, Lynda Swenson.

Development and promotion of October/November seminars to be delivered by Barents instructor, Tony Grier.

IBI resumed Fall schedule with six courses delivered by Bulgarian instructors.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Initiated development of web based training needs survey. Additional development and testing is anticipated

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in September:

Market and Credit Risk Assessment
Cash and Tellers transactions in Foreign Currency
International Payments Module 1
MS Access
Managerial Skills: Leadership and Team Building
Corel Draw

Sixty-five persons attended these classes, with 752 persons in attendance for the year to date.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Continue to refine plans for a USA based study tour in December 2002, to include meetings designed to examine USA certification models.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through September 2002, reached 136,000 BGN or $68,200 USD. The funds will be used to bolster the capital for future IBI operations.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.3 The IBI Alumni Association database was completed through the June 2002 USAID/Barents course calendar.

4.7 A series of USAID/Barents courses were delivered to 36 participants in the following subjects:

Branch Office Management
BackOffice-Front Office Operations

Upon completion of these courses, 40 of the proposed 40 classes have been delivered. Two additional courses are scheduled for October/November. Cumulative attendance, not including human resource workshops, was 812 since the inception of the program.

Tasks Required (5.0)

5 **Computer – based training**

5.7 **Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**

5.8 Identify and provide appropriate software to support computer-based training.
5.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

6 Pedagogical Skills
6.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
6.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7 Communication strategy
7.7 Develop an IBI communication strategy and train a P/R expert.
7.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
7.9 Design an IBI web page.
7.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The web page has been well received with nearly 2,500 site visits to date.

The third edition of the IBI newsletter was completed and distributed in September.

A third roundtable, for 20 participants, was conducted as a H/R workshop in Veliko Turnovo on September 19-20.

Tasks Required (8.0)

8 Association of Commercial Banks assistance

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB will accompany IBI managers to a USA Based study tour in December. A large portion of the agenda is directed to bank association issues.

Tasks Required (9.0)

9 Provide U. S. and third country training

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour is now being developed for early December 2002. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: October, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Abbreviated activity as the Barents resident advisor was on personal leave for the first half of the month.
Delivered a class on SME Finance. US Ambassador Pardew presented remarks at the closing ceremonies.
Continued work with GTZ consultant on development of an e-learning program to include USAID course materials.
Continued development of program for a USA based study tour for IBI and ACB personnel in December.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

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1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Initiated development of web based training needs survey. Additional development and testing is anticipated

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in October:
Real Estate Transactions (three times)
Foreign Exchange (four times)
International payments & Letters of Credit (one time)
140 persons participated from 15 banks.
892 persons have attended IBI delivered courses for 2002.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Continue to refine plans for a USA based study tour in December 2002, to include meetings designed to examine USA certification models.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through Octoberr 2002, reached 139,500 BGN or $69,750 USD. The funds will be used to bolster the capital for future IBI operations.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.3 The IBI Alumni Association database was completed through the June 2002 USAID/Barents course calendar.

4.7 One USAID/Barents courses, on the subject of SME Finance, was delivered to 23 participants.

Upon completion of this course, 41 of the proposed 40 classes have been delivered. . Cumulative attendance, not including human resource workshops, was 835 since the inception of the program.

Tasks Required (5.0)

5 Computer – based training

5.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

5.8 Identify and provide appropriate software to support computer-based training.

5.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

6 Pedagogical Skills
6.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
6.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7 Communication strategy
7.7 Develop an IBI communication strategy and train a P/R expert.
7.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
7.9 Design an IBI web page.
7.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Tasks Required (8.0)

8 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB will accompany IBI managers to a USA Based study tour in December. A large portion of the agenda is directed to bank association issues.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Completed web based training needs survey, with focus on e-learning applications.

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in November:

Cash & teller transactions in foreign currency
International Accounting Standards
Bank Card payments
Electronic signature in E-business
Prevention of unauthorized access to the bank's IT system

188 persons participated from 28 banks.
1519 persons have attended IBI delivered courses and confereneces for 2002.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

Continue to refine plans for a USA based study tour in December 2002, to include meetings designed to examine USA certification models.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through November 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

Work begun on 2003 financial plan.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 Barents/USAID and IBI course topics have been selected, instructors recruited and course material reviewed for the course calendar through December 2002.

4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar.

4.7 One USAID/Barents courses, on the subject of Risk Management, was delivered to 24 participants.

Upon completion of this course, 42 of the proposed 40 classes have been delivered. . Cumulative attendance, not including human resource workshops, was 859 since the inception of the program.

Tasks Required (5.0)

5 **Computer – based training**

5.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
5.8 Identify and provide appropriate software to support computer-based training.
5.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards" developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

6 Pedagogical Skills
6.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
6.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Tasks Required (7.0)

7 Communication strategy
7.7 Develop an IBI communication strategy and train a P/R expert.
7.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
7.9 Design an IBI web page.
7.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. Over 2,900 visits to the site since inception in April 2002.

Very successful IBI faculty/ bank human resource manager roundtable was conducted.

Tasks Required (8.0)

8 Association of Commercial Banks assistance

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB will accompany IBI managers to a USA Based study tour in December. A large portion of the agenda is directed to bank association issues.

Tasks Required (9.0)

9 Provide U. S. and third country training

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour is now being developed for early December 2002. The focus will be on visits to other training providers and selected bank associations.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: December, 2002
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

An abbreviated month due to the personal leave of the project advisor and absences due to holiday activities.

USA study tour completed with participants from the International Banking Institute , Association of Commercial Banks and the Bulgarian National Bank.

IBI delivered eleven (11) individual seminars to 119 participants from eleven banks.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

Bank Human Resource managers met, at the invitation of IBI, to develop the 2003 course calendar.

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in December

Credit risk assessment
Cash and tellers transactions in foreign currencies
Market risk assessment
Contemporary financial reports of business units
Bank guarantees in international trade
Correspondent banking

119 persons participated from 11 banks.

1638 persons have attended IBI delivered courses and conferences for 2002. This does not include courses delivered with USAID/Barents Group instructors

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

No additional work was conducted on the 2003 financial plan in December.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 42 courses completed, which is two more than originally planned.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar.

Tasks Required (5.0)

4 **Computer – based training**
4.7 **Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
4.8 **Identify and provide appropriate software to support computer-based training.**
4.9 **Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into

Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

5 **Pedagogical Skills**
5.7 **With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.**
5.8 **Use the pedagogical methodology; provide follow up training to IBI staff.**
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 **Communication strategy**
6.7 **Develop an IBI communication strategy and train a P/R expert.**
6.8 **Design a newsletter to the financial community, or other parties, as deemed appropriate.**
6.9 **Design an IBI web page.**
6.10 **Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: January, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The focus of activities in January, and future months, is to work closely with IBI staff for the orderly transition of various functions, notably those dealing with marketing activities.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in January

Bank Guarantees in International Trade
Foreign Exchange
Trade Finance
International Accounting Standards
EU tax legislation
Communication skills
Intro to SWIFTNet services
Implementing SWIFTNet
Public key infrastructure for SWIFTNet security officers

191 persons participated from 27 banks.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

No additional work was conducted on the 2003 financial plan in January. A template for monthly variance analysis has been developed but not implemented.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 42 courses completed, which is two more than originally planned.
4.1 Additional text books received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar.
4.4 Now an ongoing priority activity.

Tasks Required (5.0)

4 **Computer – based training**
- **4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.**
- **4.8 Identify and provide appropriate software to support computer-based training.**
- **4.9 Design computer based courses, based on training needs analysis**

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in April, 2003.

Tasks Required (8.0)

7 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: February, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The focus of activities in February, and future months, is to work closely with IBI staff for the orderly transition of various functions, notably those dealing with marketing activities.

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **433** persons have attended these classes in *the first two months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (11) classes in February.

Commentary on BNB Regulation No. 9
Effective Sales and Customer Service
Protective elements of the US Dollar
Cash and Tellers transactions in foreign currencies (Two classes)
Credit Analysis
SWIFT – Customer credit transfers and liquidity
SWIFT – Customer credit transfers from MT 100 to MT 103
International and local regulation of e-trade and e-business within open networks and systems
New Financial Products – Derivatives
Financial fraud

242 persons participated from 31 banks.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

No additional work was conducted on the 2003 financial plan in February. A template for monthly variance analysis has been developed but not implemented.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 42 courses completed, which is two more than originally planned.
4.1 Additional text books received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar.
4.4 Recommendation to hire a part time marketing assistant was accepted by IBI management. Selection of candidates to be interviewed is the next step.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in April, 2003.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: March, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The focus of activities during March, and future months, is to work closely with IBI staff for the orderly transition of various functions, notably those dealing with marketing activities. Recruitment and selection of a part time marketing associate was completed. This person will focus on the functions related to administration of the IBI Learning Resource Center, newsletter publication and web page development/maintenance.

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **490** persons have attended these classes in *the first three months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Effort also directed to assisting IBI in the planning for two large regional conferences in September 2003. One will target Human Resource professionals and the second will focus on anti-corruption activities in the financial sector.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (5) classes in March.

Documentary Collections
FOREX Cheques
FOREX cash and tellers transactions
Communication policy
Market Risk Assessment

57 persons participated from 15 banks.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

During March, IBI Director M. Georgieva attended the EBTN conference in Lisbon, Portugal, on the matter of certification standards.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

No additional work was conducted on the 2003 financial plan in March. A template for monthly variance analysis has been developed but not implemented.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 42 courses completed, which is two more than originally planned.
4.1 Additional text books received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar. March activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate selected and expected to begin employment in mid April.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI.

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.
Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

One week TOT class developed for late May, 2003.

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in April/May, 2003.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: April, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

The focus of activities during April, and future months, is to work closely with IBI staff for the orderly transition of various functions, notably those dealing with marketing activities.

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **613** persons have attended these classes in *the first four months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Effort also directed to assisting IBI in the planning for two large regional conferences in September 2003. One will target Human Resource professionals and the second will focus on anti-corruption activities in the financial sector.

IBI library membership regulations completed and distributed. One corporate member has already been established.

Tasks Required (1.0)

1. **Market Research**
   - **1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.**
   - **1.2 Determine the appropriate software required to provide market research and analysis, and provide it.**
   - **1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.**
   - **1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.**
   - **1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.**

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (6) classes in April.

Bank Guarantees in International Trade
Investment Management
FOREX cash and tellers transactions
Marketing of Financial Services
Market Risk Assessment
Liquidity Management through RINGS implementation

123 persons participated from 33 banks. **This is the first month when every bank in Bulgaria participated in an IBI class, with the exception of three banks.** Those not participating were Eurobank, Neftinvest Bank and Teximbank. Included in the participants were all major foreign owned banks and Citibank.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired.

New Bulgarian budget analysis software was tested and found to be inadequate. Continued research on the matter of appropriate software is ongoing.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 42 courses completed, which is two more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.

4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar. April activity included consolidation of IBI and Barents Group data bases

4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations.

Tasks Required (5.0)

4 Computer – based training

4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

4.8 Identify and provide appropriate software to support computer-based training.

4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills

5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Use the pedagogical methodology; provide follow up training to IBI staff in the areas of instructional design and course customization.

Tasks Accomplished (6.0)

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

One week TOT class developed for late May, 2003.

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in April/May, 2003.

Four roundtable discussions are scheduled on various topics for the month of June.

Tasks Required (8.0)

7 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: May, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Two training of trainer workshops were delivered by a Barents Group instructor. Themes of the training were "Face to Face Selling Skills" and "Team Building".

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **704** persons have attended these classes in *the first five months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Continued assistance provided to IBI in the planning for two large regional conferences in September/October 2003. One will target Human Resource professionals and the second will focus on anti-corruption activities in the financial sector.

IBI library membership regulations completed and distributed. Both corporate and individual memberships are being subscribed.

Tasks Required (1.0)

1. **Market Research**
   - **1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.**
   - **1.2 Determine the appropriate software required to provide market research and analysis, and provide it.**
   - **1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.**
   - **1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.**
   - **1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.**

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (5) classes in May.

Credit Management (Two individual seminars)
Specific pledges of collateral
FOREX cash and tellers transactions
Reserve fund as liquidity of last resort

91 persons participated from 26 banks. This continues to represent a very wide participation among banks in Bulgaria.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations. No tuition charged for training of trainer workshops in May.

The IBI library regulations were published in April and fee memberships are being acquired.

New Bulgarian budget analysis software was tested and found to be inadequate. Continued research on the matter of appropriate software is ongoing.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 44 courses completed, which is four more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar. Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort in May with additional library

memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users. Many audio cassette tapes converted to the more permanent CD format.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Two computer based programs, "Risk Management" and "International Accounting Standards", developed by USAID/Barents will be previewed for possible translation into Bulgarian from English. The estimated cost for the translation and re-programming would be $50,000 each.

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills". June classes are already scheduled with two members of these workshops on the same subjects.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI. Currently, four classes have been scheduled for September-December, using IBI faculty and USAID training materials.

Six new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in June 2003.

Four roundtable discussions are scheduled on various topics for the month of June.

Tasks Required (8.0)

7 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management

Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: June, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **830** persons have attended these classes in *the first six months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Continued assistance provided to IBI in the planning for two large regional conferences in September/October 2003. One will target Human Resource professionals and the second will focus on anti-corruption activities in the financial sector.

Final edit of the next edition of the IBI Newsletter was completed.

Assisted IBI in preparations for their annual meeting, scheduled for July 11, 2003

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (8) classes in June.

Internal Audit
Technical market analysis
Security of Financial Institutions in Bulgaria
Face to Face Selling Skills (conducted by a TOT graduate in USAID programs)
Cash and Tellers transactions in a foreign currency
Financial Institution Analysis based on IAS
Analysis of Financial Indicators
Eliot Wave Theory and Financial Market Analysis

126 persons participated from 24 banks and other financial sector firms. This continues to represent a very wide participation among banks in Bulgaria.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations. No tuition charged for training of trainer workshops in May.

The IBI library regulations were published in April and fee memberships are being acquired.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 44 courses completed, which is four more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center.
4.2 IBI is now fully functional in its capacity to develop its own training schedule.

4.3 The IBI Alumni Association database was completed through the November 2002 USAID/Barents course calendar. Previous activity included consolidation of IBI and Barents Group data bases

4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continued in June with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training

4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.

4.8 Identify and provide appropriate software to support computer-based training.

4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills

5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills" . Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI

Ten new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.

6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files.

Next edition of the IBI newsletter is in preparation for release in early July 2003.

Tasks Required (8.0)

7 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Follow up actions steps will be developed in 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: July, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. 941 persons have attended these classes in *the first seven months of 2003*. This compares to 845 persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Continued assistance provided to IBI in the planning for two large regional conferences in September/November 2003. One will target Human Resource professionals and the second will focus on anti-corruption activities in the financial sector.

Developed additional in bank seminars on the subject of *Customer Service*, scheduled for First Investment Bank and ProCredit Bank, in the months of September, October and November.

Fourth edition of the IBI newsletter *Navigator* was published.

Tasks Required (1.0)

1. Market Research

AS

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following (6) classes in July.

Credit Management System
Cheque encashment
Factoring Operations
Forfeiting and Modern Schemes in Trade Finance
Amendments to the Foreign Exchange regime in Bulgaria
Foreign Exchange and Cash transactions

111 persons participated from 20 banks and other financial sector firms. This continues to represent a very wide participation among banks in Bulgaria, particularly for the month of July.

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations. No tuition charged for training of trainer workshops in May.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 787 BGN or $465. USD, through the month of July.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 44 courses completed, which is four more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted three corporate members and four individual members. Thirty five (35) books are already in circulation.***
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through the June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continued in July with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program. It is anticipated these persons will serve as future faculty members of IBI

Ten new instructors, who have completed the TOT classes, are presently being scheduled as IBI instructors for classes in 2003.

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.

6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 Design an IBI web page.

6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 4900 site visits since inception.

The fourth edition of the IBI newsletter was published in July.

Tasks Required (8.0)

7 Association of Commercial Banks assistance

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America

Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the forthcoming IBI conference on HR practices, scheduled for September 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: August, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

August was a relatively inactive period, as IBI staff elected to take their holidays for the majority of the month. The BearingPoint advisor was also on personal leave for two weeks, as was the BearingPoint local staff.

Despite the limited staffing, one IBI class was conducted. IBI continues to enjoy healthy enrollment in short term courses delivered by Bulgarian instructors. **959** persons have attended these classes in *the first eight months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI.

Limited assistance this month provided to IBI in the planning for the HR conference in September 2003

Continued preparation for four *Customer Service* seminars, scheduled for First Investment Bank and ProCredit Bank, in the months of September, October and November.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following class in August.

Cash and Foreign Currency Transactions

18 persons participated in this class.

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December 2002, reached 144,000 BGN or $72,000.USD. The funds will be used to bolster the capital for future IBI operations. No tuition charged for training of trainer workshops in May.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 787 BGN or $465. USD, through the month of August.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 44 courses completed, which is four more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted three corporate members and four individual members. Thirty five (35) books are already in circulation.***

4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continued in July with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 5200 site visits since inception.

The fourth edition of the IBI newsletter was published in July.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the forthcoming IBI conference on HR practices, scheduled for September 2003.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: September, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

In bank *Customer Service* workshops were delivered to a total of 76 employees of First Investment Bank and Procredit Bank by BearingPoint instructor Lynda Swenson

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **1012** persons have attended these classes in *the first nine months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI

IBI instructors delivered three classes to 53 participants.

IBI presented an International Conference to over 70 participants on the subject of *The Human Factor – Global Promoter of Development.*

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following classes in September.

Risks in Credit Transactions
Cash – Foreign Exchange Operations
Mortgage Finance

53 persons attended these three classes from eight different banks

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through September, 2003, reached 149,000 BGN or $75,000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1029 BGN or $600.USD, through the month of September.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 49 courses completed, which is nine more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***

4.2 IBI is now fully functional in its capacity to develop its own training schedule.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continued in July with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 6000 site visits since inception.

The fourth edition of the IBI newsletter was published in July.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December, 2002. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, ten presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: October, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

A second series of in bank *Customer Service* workshops were delivered to a total of 73 employees of First Investment Bank by BearingPoint instructor Lynda Swenson

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **1083** persons have attended these classes in *the first ten months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI

IBI instructors delivered five classes to 70 participants.

BearingPoint Senior Advisor represented IBI at the European Bank Training Network Conference in Istanbul, Turkey.

IBI completed the physical relocation of operations to a new location with improved training facilities.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.
1.2 Determine the appropriate software required to provide market research and analysis, and provide it.
1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following five classes in October.

Lease Operations
Cash – Foreign Exchange Operations
Formation of a Credit Register
Face to Face Selling Skills (USAID TOT graduate delivered this subject)
Defensive Elements of the Euro

70 persons attended these five classes from nine different banks

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through October, 2003, reached 156,000 BGN or $80,0000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1029 BGN or $600.USD, through the month of October. Several new applications are pending.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 52 courses completed, which is twelve more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
Attendance at the EBTN annual conference suggests IBI should add more courses related to the proposed BASEL II accords, specifically regarding Operational Risk and Corporate Governance.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continue with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.
6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 6800 site visits since inception.

Design work ongoing for a complete upgrade of the IBI web site. Implementation planned for early 2004.

The fourth edition of the IBI newsletter was published in July. The fifth edition is scheduled for release in January, 2004.

Tasks Required (8.0)

7 Association of Commercial Banks assistance
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December, 2002. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association

Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, ten presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: November, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

A series of in bank *Customer Service* workshops were delivered to a total of 59 employees of ProCredit Bank by BearingPoint instructor Lynda Swenson

IBI has had a very strong start in its enrollment in short term courses delivered by Bulgarian instructors. **1260** persons have attended these classes in *the first eleven months of 2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI

IBI instructors delivered 13 classes to 177 participants. Included were 14 attendees from Croatia, Poland, Estonia, Lithuania, Romania and Slovenia

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following thirteen classes in November.

Cash – Foreign Exchange Operations (3 classes)
International Accounting Standards (4 classes)
Technical Analysis
Discount Operations
Practical aspects of financial accounting and taxation – Philosophy of financial accounting
" " " Fixed assets and Investments
Credit Assessment and Management
Eliot Wave Theory

177 persons attended these thirteen classes from sixteen different Bulgarian banks, three financial related institutions, Ministry of Finance, six foreign banks and various private individuals. The breadth of participants is further evidence of the maturity and development of IBI as a sustainable institution.

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI is now conducting in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through November, 2003, reached 161,000 BGN or $85,0000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1029 BGN or $600.USD, through the month of October. Several new applications are pending.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 52 courses completed, which is twelve more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
Attendance at the EBTN annual conference suggests IBI should add more courses related to the proposed BASEL II accords, specifically regarding Operational Risk and Corporate Governance.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations. Positive sales effort continue with additional individual and corporate library memberships obtained. Promotional items obtained in the form of book bags and book markers to be given to library users.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.

6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 Design an IBI web page.

6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 6800 site visits since inception.

Design work ongoing for a complete upgrade of the IBI web site. Implementation planned for early 2004.

The fourth edition of the IBI newsletter was published in July. The fifth edition is scheduled for release in January 2004.

Tasks Required (8.0)

7 Association of Commercial Banks assistance

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 Provide U. S. and third country training

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December, 2002. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, ten presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: December, 2003
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

December activity was limited due to holiday vacations by the IBI staff and bank clients in the second half of the month.

Work continued on the fifth edition of "Navigator", IBI's periodic newsletter.

Bank candidates interviewed by BearingPoint staff for SME training in Italy.

IBI has had a very strong year in its enrollment in short term courses delivered by Bulgarian instructors. **1287** persons have attended these classes in *2003*. This compares to **845** persons attending classes for the *entire year of 1999*, one year prior to our association with IBI

Tasks Required (1.0)

1. **Market Research**
   - **1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.**
   - **1.2 Determine the appropriate software required to provide market research and analysis, and provide it.**

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.
1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following four classes in December.

International Accounting Standards for Bank credit inspectors
Factoring Operations
Practical aspects of financial accounting and taxation
Credit and Operational Risk Assessment

27 persons attended these four classes from ten different Bulgarian banks.

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI has conducted in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.

3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December, 2003, reached 161,000 BGN or $85,0000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1050 BGN or $675.USD, through the month of December. Several new applications were obtained along with renewal of existing memberships.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 52 courses completed, which is twelve more than originally planned.

4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
Attendance at the EBTN annual conference suggests IBI should add more courses related to the proposed BASEL II accords, specifically regarding Operational Risk and Corporate Governance.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April. Initial efforts will be directed to the further development of the IBI Library operations She has also assumed the complete publication of the newsletter and web site maintenance.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 **Design an IBI web page.**
6.10 **Organize a roundtable to discuss trends and issues in the bank qualification.**

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 7000 site visits since inception.

Design work ongoing for a complete upgrade of the IBI web site. Implementation planned for early 2004.

The fourth edition of the IBI newsletter was published in July. The fifth edition is scheduled for release in February 2004.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**
The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December, 2002. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America

Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, ten presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: January, 2004
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion;
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Work continued on the fifth edition of "Navigator", IBI's periodic newsletter.

Work continued on the IBI website upgrade.

IBI enrollment in short term courses delivered by Bulgarian instructors totaled 41 participants in four courses.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.

1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following four classes in January

International Accounting and taxation
Trade Finance
Real Estate Finance
Cash in Forex transactions

41 rsons attended these four classes from six different Bulgarian banks and three non banks

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   - **2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.**
   - **2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.**
   - **2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.**

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI has conducted in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   - **3.1 Develop a business plan and a model for pricing IBI products.**
   - **3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.**
   - **3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.**

The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December, 2003, reached 161.000 BGN or $85,0000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1050 BGN or $675.USD, through the month of December. Several new applications were obtained along with renewal of existing memberships.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   - **4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.**
   - **4.2 Build the capacity of IBI staff to develop and structure annual training programs.**
   - **4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.**
   - **4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.**
   - **4.5 Prepare an annual brochure with course descriptions, curricula and schedule.**
   - **4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.**

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 52 courses completed, which is twelve more than originally planned.
4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***
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Attendance at the EBTN annual conference suggests IBI should add more courses related to the proposed BASEL II accords, specifically regarding Operational Risk and Corporate Governance.

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4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

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5 Pedagogical Skills

5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.

5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers have been selected for this program

Tasks Required (7.0)

6 Communication strategy

6.7 Develop an IBI communication strategy and train a P/R expert.

6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 Design an IBI web page.

6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 7000 site visits since inception.

Design work ongoing for a complete upgrade of the IBI web site. Implementation planned for early 2004.

The fourth edition of the IBI newsletter was published in July. The fifth edition is scheduled for release in February 2004.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**

8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

Tasks Accomplished (8.0)

No specific USAID/Barents assistance for ACB was requested at this time. Two members of the ACB accompanied IBI managers on the USA Based study tour in December 2002. A large portion of the agenda was directed to bank association issues. Specific visits to the American Bankers Association and the Independent Community Bankers of America

Tasks Required (9.0)

8 **Provide U. S. and third country training**

The contractor will design, in coordination with the Bulgarian counterparts and the USAID/Bulgaria CTO; U.S. and third country-based training programs and internships for ACB/IBI managers, and the most successful of the course participants with potential to be future trainers. Candidates for such training to be identified jointly by IBI/ACB the USAID/Bulgaria CTO and the Contractor.

Tasks Accomplished (9.0)

A USA based study tour was conducted for one week in early December, 2002. Six Bulgarians attended, accompanied by the Barents Group resident advisor. Meetings were held with representatives of the following organizations:

The American Bankers Association
Institute of Certified Bankers
The American Institute of Banking
Independent Community Bankers of America
Society for Human Resource Management (SHRM)
Federal Deposit Insurance Corporation training center
Bank of American training center for retail bankers.

Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, two presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

MONTHLY PERFORMANCE REPORT

Contractor: Barents Group
Contract #: PCE-I-00-99-00006-00
Title of Task Order: Banker Training
Country: Bulgaria

Reporting Period: February, 2004
Task Order #: PCE-I-811-99-00006-00

Background and expected results

The principal objectives of the project are the following:

Strengthen the International Banking Institute (IBI) as a financially self-sustainable institution and increase the standard of activities IBI provides to the banking community in Bulgaria. Key capacities requiring development at the IBI include the following:

- Develop and implement market research methodology for training needs analysis;
- Develop and implement a strategy for bank professional qualification in Bulgaria;
- Develop a business plan and cost accounting model in order to price products on a profitable basis;
- Elaborate an annual program of courses and seminars, and a marketing strategy for their promotion:
- Create a computer-based training program, and train a core team of IBI staff to manage and update it.

Assist the Association of Commercial Banks (ACB) to address priority issues (e.g. internal corporate governance, new product/service development, outreach programs, etc.) as requested by the ACB, and as approved by USAID, in order to become a strong organization that is responsive to the needs of its member banks. These issues and needs will be identified through meetings with the ACB management and members.

Monthly overview

Fifth edition of "Navigator", IBI's periodic newsletter, was published

Work continued on the IBI website upgrade.

IBI enrollment in short term courses delivered by Bulgarian instructors totaled 135 participants in eight courses.

Promotion of USAID *Customer Service* courses in March.

Tasks Required (1.0)

1. Market Research

1.1 Develop quantitative/qualitative market research methods to assess training needs, and train the IBI staff in utilizing surveys.

1.2 Determine the appropriate software required to provide market research and analysis, and provide it.

1.3 Conduct one training needs analysis per year by IBI staff with the guidance and review of the consultant.

1.4 Ensure the transfer of marketing research skills via on-the-job training, and build IBI staff capacity to manage its future marketing research activity.
1.5 Perform, together with IBI, a competitive analysis of the Bank training market, which influence current and future training needs.

Tasks accomplished (1.0)

IBI, in response to ongoing training needs requested by banks and non-banks alike, delivered the following eight classes in February

Project Management – In bank course for the Bulgarian National Bank
Bank Guaranties for Customs purposes
Term and Derivative Instrument in Bank practice
How to Trade Using Elliot Waves and Fibonacci Numbers
Face to Face Selling Skills
Personal Guaranties
Discount Operations
Cash in Foreign Exchange Operations

135 persons attended these eight classes from sixteen Bulgarian banks, two investment intermediaries and one private individual.

In depth participant course evaluation forms are now in use for all IBI classes. Valuable feedback has been obtained for development of future programs.

Tasks Required (2.0)

2. **Bank Professional Qualification**
   2.1 Determine strategy for short/long term development of banker qualification, the methods for its implementation, and submit for ACB approval.
   2.2 Analysis and needs for certificate programs for various bank professions, and develop recommendations to be presented for ACB and BNB approval.
   2.3 Determine the framework for the short-term qualification subjects, methods of training and Curricula.

Tasks accomplished (2.0)

USA based study tour included meetings to examine USA certification models; specifically the Institute of Certified Bankers. The European Union standard has yet to be developed, which will be the standard IBI expects to adopt. The European Bank Training Network is undertaking this project, which is still in the formative stages.

IBI has conducted in house training for Hebros and DSK Banks, utilizing the Qualification models designed by the respective banks.

Tasks Required (3.0)

3. **Financial Management**
   3.1 Develop a business plan and a model for pricing IBI products.
   3.2 Work with IBI management to develop internal controls and procedures to ensure effective financial management is in place.
   3.3 Ensure the transfer of financial management skills related to developing the business plan and the pricing model through on the job training.
   The IBI/ACB will remain financially self sustaining, generating sufficient revenue through member dues, courses, services and other sources, as permitted by law.

Tasks Accomplished (3.0)

Aggregate tuition collected for USAID/Barents courses, through December, 2003, reached 161,000 BGN or $85,0000.USD. The funds will be used to bolster the capital for future IBI operations.

The IBI library regulations were published in April and fee memberships are being acquired. Fees paid for new memberships totaled 1200 BGN through the month of February. Several new applications were obtained along with renewal of existing memberships.

New Bulgarian budget analysis software was tested and found to be inadequate. It appears that IBI management is satisfied with the information and format provided by their existing software. Therefore, no future effort to develop alternative software is contemplated at this time.

Tasks Required (4.0)

4. **Training Program and Advanced Courses**
   4.1 Develop an annual training program – subjects, methods of training, curricula, trainers, and schedules. A concentrated effort should be made, to the highest extent possible, to use a library of training materials, developed under other projects.
   4.2 Build the capacity of IBI staff to develop and structure annual training programs.
   4.3 Develop a solicitation program for the IBI to enhance relationships with clients and prospects, to include establishment of an alumni program.
   4.4 Ensure the development of sustainable marketing skills within IBI, which will enable the Institute to compete in the bank training market.
   4.5 Prepare an annual brochure with course descriptions, curricula and schedule.
   4.6 Conduct courses, as identified in the training plan. The courses will be presented in Bulgarian in Sofia and major cities. All training materials (course curricula, instructional materials, texts, reference materials, distance learning materials and computer based training programs) should reflect the current Bulgarian banking and economic reality.

Tasks Accomplished (4.0)

4.1 & 4.6 Schedule of 52 courses completed, which is twelve more than originally planned.

4.1 Additional text books, received for the IBI Learning Resource Center. ***The Library has already attracted five corporate members and six individual members. Active usage continues with many books in circulation.***
4.2 IBI is now fully functional in its capacity to develop its own training schedule.
Attendance at the EBTN annual conference suggests IBI should add more courses related to the proposed BASEL II accords, specifically regarding Operational Risk and Corporate Governance.
4.3 The IBI Alumni Association database was completed through June 2003
Previous activity included consolidation of IBI and Barents Group data bases
4.4 New marketing associate began employment in mid April 2003. She is totally responsible for the IBI Library operations She has also assumed the complete publication of the newsletter and web site maintenance.

Tasks Required (5.0)

4 Computer – based training
4.7 Assist IBI to establish a team to be responsible for computer based training, coordinated with KHF and other programs.
4.8 Identify and provide appropriate software to support computer-based training.
4.9 Design computer based courses, based on training needs analysis

Tasks Accomplished (5.0)

Work begun on selecting USAID/Barents course material, which could be converted into an e-learning format. This will be done in conjunction with a recently initiated GTZ funded consultancy. An individual with e-learning background staffs this consultancy with IBI. This project is presently on hold pending the continuation of the GTZ program

Tasks Required (6.0)

5 Pedagogical Skills
5.7 With IBI, establish a methodology to develop pedagogical skills in the areas of instructional design, presentation skills, and exercise/case development.
5.8 Use the pedagogical methodology; provide follow up training to IBI staff.

Tasks Accomplished (6.0)

Fifteen IBI faculty candidates received training in the subjects of "Team Building" and "Face to Face Selling Skills" in May 2003. A class was conducted in June with one TOT participant, on the subject of "Face to Face Selling Skills". Evaluations were very positive.

Two (2) Training of Trainer courses were delivered in January 2002. A USA based TOT, two-week program, was conducted in March 2002 through a third party provider, World Learning. Six Bulgarian bankers were selected for this program

Tasks Required (7.0)

6 Communication strategy
6.7 Develop an IBI communication strategy and train a P/R expert.
6.8 Design a newsletter to the financial community, or other parties, as deemed appropriate.

6.9 Design an IBI web page.
6.10 Organize a roundtable to discuss trends and issues in the bank qualification.

Tasks Accomplished (7.0)

IBI web site content and maintenance continued as an ongoing effort. The web site has been expanded to permit inclusion of multiple links and other large IBI files. The site was upgraded in July to include more detail on future programs, as well as the Library program. Over 8000 site visits since inception.

Design work ongoing for a complete upgrade of the IBI web site. Implementation planned for mid 2004.

The fourth edition of the IBI newsletter was published in July. The fifth edition was published in February 2004.

Tasks Required (8.0)

7 **Association of Commercial Banks assistance**
8.1 Assist the ACB on priority issues (e.g. internal corporate governance, new product/service development, outreach programs, as requested by the ACB, and as approved by USAID. Further assistance will be identified and defined in the annual work plans.

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Materials from the SHRM visit have been instrumental in the development of the agenda for the IBI conference on HR Practice held this September 2003.

The conference was conducted over three days, with 31 different presenters. Of that number, ten presenters were IBI instructors. Over seventy persons attended this event, which was jointly sponsored by IBI and the Association of Commercial Banks. Much of the success was due to lessons learned from the information gathered during the study tour.

BANKER TRAINING IN BULGARIA

SECTION TWO
Appendix D-Q

Contract PCE-I-00-99-00006-00
Task Order # 811

Final Report

Prepared by
Richard J. Lewis

Senior Advisor
BearingPoint, Inc.

Project under the auspices of the
United States Agency for International Development

March 30, 2004

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Appendix D

USAID/IBI COURSES – 2000 - 2003

Course topic	Instructor	Date	Location
1. CREDIT MANAGEMENT SYSTEM – 3 times			
Credit Management System	Bill Campbell	10/02 – 10/06/2000	VARNA
Credit Management System	Bill Campbell	10/09 – 10/13/2000	SOFIA
Credit Management System – Biochim Bank	Bill Campbell	03/18 – 03/22/2002	SOFIA
2. PROBLEM LOAN MANAGEMENT	Bill Campbell	10/16 – 10/20/2000	SOFIA
3. FOREIGN EXCHANGE – 2 times			
Foreign Exchange	Carlene Crnkovich	10/30 – 11/03/2000	SOFIA
Foreign Exchange and Intern. Financial Markets	Carlene Crnkovich	03/04 – 03/08/2002	SOFIA
4. INTERNAL AUDIT – 2 times			
Internal Audit	Maureen Berry	11/13 – 11/17/2000	SOFIA
Internal Audit	Maureen Berry	01/29 – 02/09/2001	SOFIA
5. IAS – 2 times			
IAS	Maureen Berry	11/20 – 11/24/2000	SOFIA
IAS	Maureen Berry	01/29 – 02/09/2001	SOFIA
6. CUSTOMER SERVICE – 18 times			

Customer Service	Lynda Swenson	03/05 - 03/16/2001	SOFIA
Customer Service – Bulgarian Post Bank	Lynda Swenson	06/18 – 06/22/2001	SOFIA
Customer Service	Lynda Swenson	06/25 – 06/29/2001	VARNA
Customer Service	Lynda Swenson	10/08 – 10/12/2001	PLOVDIV
Customer Service	Lynda Swenson	12/03 – 12/06/2001	First Investment Bank
Customer Service	Lynda Swenson	12/10 – 12/13/2001	First Investment Bank
Customer Service – BACB	Lynda Swenson	02/11 – 02/15/2002	SOFIA
Customer Service – Procredit Bank	Lynda Swenson	02/18 – 02/22/2002	SOFIA
Customer Service - Bulgaria – Invest	Lynda Swenson	06/10 – 06/11/2002	SOFIA
Customer Service – First Investment Bank	Lynda Swenson	09/15 – 09/17/2003	SOFIA
Customer Service - First Investment Bank	Lynda Swenson	09/18 – 09/20/2003	SOFIA
Customer Service – First Investment Bank	Lynda Swenson	10/07 – 10/08/2003	BANSKO
Customer Service – First Investment Bank	Lynda Swenson	10/09 – 10/10/2003	BANSKO
Customer Service – First Investment Bank	Lynda Swenson	10/11 – 10/12/2003	BANSKO
Customer Service – ProCredit Bank	Lynda Swenson	09/16 – 09/18/2003	SOFIA
Customer Service – ProCredit Bank	Lynda Swenson	11/03 – 11/04/2003	PLOVDIV
Customer Service – ProCredit Bank	Lynda Swenson	11/05 – 11/06/2003	PLOVDIV
Customer Service – ProCredit Bank	Lynda Swenson	11/07 - 11/08/2003	PLOVDIV
7. MANAGING CHANGE IN BANK OPERATIONS – 2 times			
Managing Change in Bank Operations	Lynda Swenson	03/05 – 03/16/2001	SOFIA

Managing Change in Bank Operations	Lynda Swenson	10/15 - 10/19/2001	DSK
8. BANK EXEC INTERNATIONAL	Bill Campbell	04/02 – 04/06/2001	SOFIA
9. TRAINING OF TRAINERS – 3 times			
Training of Trainers	Bill Campbell	04/09 – 04/13/2001	SOFIA
Training of Trainers	Joel Hefty	09/17 – 09/21/2001	SOFIA
Training of Trainers	Bill Campbell	01/14 – 01/18/2002	SOFIA
10. BANK RESTRUCTURING	Norman Baxter	05/07 – 05/11/2001	SOFIA
11. BANK CARDS	Tony Grier	06/11 – 06/15/2001	SOFIA
12. MARKETING OF FINANCIAL SERVICES	Lynda Swenson	06/18 – 06/22/2001	SOFIA
13. RISK MANAGEMENT – 2 times			
Risk Management	Sarah Hargrove	06/25 – 06/29/2001	SOFIA
Risk Management	Tony Grier	11/04 – 11/08/2002	SOFIA
14. FINANCIAL INSTITUTIONS ANALYSIS	Joel Hefty	09/24 – 09/28/2001	SOFIA
15. BRANCH OFFICE MANAGEMENT – 7 times			
Branch Office Management	Lynda Swenson	10/01 – 10/05/2001	VARNA
Branch Office Management – BPB	Lynda Swenson	02/25 – 03/01/2002	SOFIA
Branch Management – Biochim Bank	Lynda Swenson	05/27 – 05/29/2002	SOFIA
Branch Management – Biochim Bank	Lynda Swenson	05/29 – 05/31/2002	SOFIA
Branch Management	Lynda Swenson	06/03 – 06/05/2002	BOURGAS
Branch Management	Lynda Swenson	06/12 – 06/14/2002	SOFIA

Branch Management – Procredit Bank	Lynda Swenson	09/16 – 09/17/2002	SOFIA
16. STRATEGIC PLANNING	Bill Campbell	11/05 – 11/09/2001	SOFIA
17. REAL ESTATE FINANCE	Bill Campbell	11/12 – 11/16/2001	SOFIA
18. HUMAN RESOURCE MANAGEMENT – 2 times			
Human Resource Management	Lynda Swenson	12/03 – 12/14/2001	SOFIA
Human Resource Management Workshop	Lynda Swenson	09/19 – 09/20/2002	V.TARNOVO
19. ADVANCED TRAINING OF TRAINERS	Bill Campbell	01/21 – 01/25/2002	SOFIA
20. PROJECT FINANCE	Tony Grier	04/15 – 04/19/2002	SOFIA
21. SME FINANCE – 2 times			
SME Finance	Tony Grier	04/22 – 04/26/2002	SOFIA
SME Finance	Tony Grier	10/28 – 11/01/2002	SOFIA
22. ANALYSIS AND MEASUREMENT OF BANK'S FRONT AND BACK OFFICE OPERATIONS	Lynda Swenson	09/23 – 09/26/2002	SOFIA
23. TOT – TEAM BUILDING	Lynda Swenson	05/26 – 05/27/2003	SOFIA
24. TOT – FACE TO FACE SELLING SKILLS	Lynda Swenson	05/28 – 05/29/2003	SOFIA

TOTAL: 24 topics
58 courses delivered (for 58 groups of participants)

Appendix E

CREDIT MANAGEMENT SYSTEM COURSE
(SOFIA)

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

This course is designed to examine all critical elements of the credit process in a systematic and integrated manner. Participants will recognize how all elements in the credit management process contribute to overall reduction of credit risk with emphasis on the following topics:

- Credit policy development and implementation
- Credit analysis, with emphasis on cash flow forecasts
- Loan portfolio administration
- Loan portfolio monitoring and early warning signals of problem loans
- Loan review structure
- Asset allocation
- Problem loan administration

WHO SHOULD ATTEND THIS COURSE ?

This course is appropriate for credit specialists, branch managers, collateral specialists and bank jurists with at least two years of credit experience.

Course attendance will be limited to the first twenty-five PAID registrants.

WHO IS THE COURSE INSTRUCTOR ?

Mr. BILL K. CAMPBELL is an experienced banker and instructor. He has an extensive background in credit and financial training, staff development and bank management. He has previously delivered several courses on a variety of banking topics in Bulgaria. Mr. Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

09 October to 20 October– 14:00 to 17:30

Sheraton Hotel Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

Tuition includes course materials and refreshments served at morning and afternoon breaks.

FOREIGN EXCHANGE AND
INTERNATIONAL FINANCIAL MARKETS
Bulgarian translation

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

- Foreign Exchange Market Mechanisms and Conventions
- Foreign Exchange in Practice
- Eurocurrency Market Practice and Conventions
- Using the Eurocurrency Market for Borrowing, Investing and Hedging
- Currency Options and Derivative Strategies
- Futures Markets and Exchange traded Contracts
- Using Currency and Interest Rate Swaps; and
- Factors Influencing Foreign Exchange Markets

WHAT WILL I BE ABLE TO DO AFTER ATTENDING THIS COURSE?

1. Define how to operate effectively in foreign exchange markets;
2. Explain the relationships between forward rates and interest rates;
3. Derive hedging strategies for your bank clients; and
4. Identify the uses of currency swaps and futures; and more…

WHO SHOULD ATTEND THIS COURSE ?

- Entry and intermediate level Foreign Exchange dealers
- Foreign Exchange back office specialists
- Officials in charge of Foreign Exchange Accounting
- Branch Directors with commercial clients involved in foreign currency transactions
- Internal auditors responsible for the review of foreign exchange operations

Note: Course attendance will be limited to twenty-five registrants.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Carlene Crnkovich has over 22 years experience in foreign exchange strategy and operations. She is presently Vice President and Managing Dealer of US Bancorp, Minneapolis, Minnesota, a major U.S. bank in the United States. She is former President of the Regional chapter of FOREX, USA. She has received a diploma from Association Cambiste International and multiple advanced degrees from Montana State University. She has delivered Foreign Exchange seminars in Armenia, Georgia, Ukraine and extensively in Canada and the United States.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

30 October to 03 November– 09:00 to 17:00 *Sheraton Hotel–Sofia*

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

A certificate of completion will be received based on attendance, overall participation during the course and final test results.

INTERNATIONAL ACCOUNTING STANDARDS

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

- Accounting and Financial reporting risk
- Financial Statement disclosure requirements
- Accrual accounting concepts and practices
- Accounting for Loans and Investments
- Accounting for Fixed Assets, Leases and Contingencies
- Income Statement accounting
- IAS treatment of Tax and Foreign Exchange transactions
- Comparison of IAS and Bulgarian Accounting standards

WHO SHOULD ATTEND THIS COURSE ?

- Commercial bank Chief Accountants and their Deputy Accountants
- BNB accounting experts and specialists
- Bank Insurance Fund managers

Course attendance will be limited to the first twenty-five registrants.
Course participant's manual will be available in ENGLISH ONLY.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Dr. Maureen Berry is Associate Processor of Accountancy at University of Illinois, USA and is an internationally recognized instructor and consultant on matters of Internal Audit, Internal Controls and International Accounting Standards. Her country experience includes Bulgaria, Hungary, Poland, Czech Republic, Slovakia, Armenia, Georgia, Uzbekistan, Estonia, Latvia, Lithuania, Egypt, Palestinian Territories of the West Bank, France and Zaire. She is a Certified Public Accountant and a member of numerous international accounting societies. She has received her Ph.D. from University of California at Los Angeles, MBA and BS degrees from California State University. She has authored many texts and papers in respected international journals.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

13 November to 24 November– 14:00 to 17:30
Sheraton Hotel - Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

INTERNAL AUDIT

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

This course will provide participants with an in depth review of the duties, responsibilities and operational procedures of the internal audit and control functions of commercial banks.

- Establishing audit policies
- Identifying and controlling bank fraud
- Risk assessment methodology
- Information technology auditing
- Foreign Exchange transaction audits
- Asset/Liability Management audits
- Branch operation audits
- Reporting and communicating audit findings

There will be extensive use of case studies and group activities. The final examination will consist of a group presentation of solutions to an Internal Audit Summary Case Study

WHO SHOULD ATTEND THIS COURSE ?

All individuals with internal audit responsibilities, branch directors and all other persons involved in the supervision of bank risk activities.

Course attendance will be limited to the first twenty-five registrants.
Course participant's manual will be available in Bulgarian and English.

WHO IS THE COURSE INSTRUCTOR ?

Dr. Maureen Berry is Associate Processor of Accountancy at University of Illinois, USA and is an internationally recognized instructor and consultant on matters of Internal Audit, Internal Controls and International Accounting Standards. Her country experience includes Bulgaria, Hungary, Poland, Czech Republic, Slovakia, Armenia, Georgia, Uzbekistan, Estonia, Latvia, Lithuania, Egypt, Palestinian Territories of the West Bank, France and Zaire. She is a Certified Public Accountant and a member of numerous international accounting societies. She has received her Ph.D. from University of California at Los Angeles, MBA and BS degrees from California State University. She has authored many texts and papers in respected international journals.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

13 November to 24 November– 09:00 to 12:30
Sheraton Hotel - Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

PROBLEM LOAN MANAGEMENT COURSE
(SOFIA)

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

This course will utilize case studies and a comprehensive manual to illustrate the many aspects of problem loan management with emphasis on the following:

- The role of credit policy and principles of risk management.
- Causes of borrower's failure to repay.
- Loan review function.
- Early warning signals of credit deterioration and predictors of business failure.
- Specific recovery strategies.
- Valuation of business and personal assets in liquidation.
- Impact of Bulgarian banking laws and regulations on problem loans.
- Loan loss reserve calculation and loan charge off administration.

WHO SHOULD ATTEND THIS COURSE ?

This course is appropriate for problem loan specialists, credit specialists, branch managers, collateral specialists and bank jurists involved in problem loans.

Course attendance will be limited to the first twenty-five PAID registrants.

WHO IS THE COURSE INSTRUCTOR ?

Mr. BILL K. CAMPBELL is an experienced banker and instructor. He has an extensive background in credit and financial training, staff development and bank management. He has previously delivered several courses on a variety of banking topics in Bulgaria. Mr. Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

09 October to 20 October– 09:00 to 12:30

Sheraton Hotel Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

Tuition includes course materials and refreshments served at morning and afternoon breaks.

BANK CARDS

KEY TOPICS

- Options for bankcard association
  1. Stand alone
  2. Regional
  3. Outside providers
- Profitability measures of debit/credit cards
- Bank card marketing
- The credit process
- Customer service
- Processing functions
- Administrative support
- Fraud and Security Control

WHO SHOULD ATTEND THIS COURSE ?

This course is suitable for bankers involved in the development and marketing of debit/credit card programs, back room operations managers, internal auditors, security and fraud control managers and bank supervision managers.
(*Course material will be translated into Bulgarian)*

WHO IS THE COURSE INSTRUCTOR ?

Mr. Tony Grier, returns to Bulgaria, where he has taught numerous banking related courses. Mr. Grier is a dynamic instructor who has 15 years banking experience and has also worked globally as a consultant and instructor. He has received superior evaluations as a Barents instructor for the past seven years in many countries of the former Soviet Union, Central and Eastern Europe, Africa and Southeast Asia. Mr. Grier is professor of finance, accounting, investments and small business management at the American University in Paris, the Institut d'Etudes Politiques de Paris, and the Institut Superieur de Gestion. He received his Masters degree from Yale University School of Management.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

11 June to 15 June - (09:00 to 17:00)
Sheraton Hotel Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

BANK EXEC INTERNATIONAL

Produced by the International Banking Institute under a technical assistance program funded by USAID.

The Bank Exec exercise is a joint presentation of the University of Delaware/ FLAG Consortium and KPMG Consulting/Barents Group.
***Bank Exec International* in Bulgaria is licensed to the University of Delaware/FLAG Consortium.**

COURSE FOCUS

This course is designed to:

- Combine teamwork with banking skills to manage overall bank strategy.
- Provide an interactive way (through a computer simulation model) to see immediately the financial impact of team management decisions.
- Develop an understanding of the complexities of managing a bank in a dynamic economy and the need for an integrated and consistent set of policies to maintain the growth, profitability and survival of the firm.

COURSE CONTENT

The exercise is built around an economic model in the form of a computer program. Participants will form management teams responsible for the complete operation of a commercial bank and see the immediate results of their decisions. Teams will develop and implement policies in the areas of loans, securities investment, deposits, other funding sources and capital. Teams will face competition from other banks and will be subject to a different economic environment daily.

Key aspects of the course focus on the following:

- Understanding the dynamics of the bank's sources and uses of funds.
- Managing the asset and liability mix.
- Loan pricing policy and portfolio evaluation
- Capital planning
- Developing interpersonal skills and leadership qualities

WHO SHOULD ATTEND THIS COURSE ?

This course is appropriate for key bank managers and regulators who are now in, or candidates for, middle or senior management levels. This might include bankers and bank regulators with expertise in credit, accounting, finance, marketing, human resources, internal audit and other key bank disciplines. Participants should have an understanding of the business of banking and its fundamental economics. Bank Exec is a fast paced exercise requiring participative decisions based on team analysis.

Course attendance will be limited to the first twenty-four PAID registrants
PLEASE NOTE: The written course material will be in the English language. A Bulgarian interpreter will be present. The instructor will also be assisted by a Bulgarian facilitator experienced with the computer model.

COURSE INSTRUCTOR

Mr. William Campbell is an experienced banker and instructor. He has an extensive background in all aspects of bank management, financial training, staff development and credit risk management. He has previously delivered several courses on a variety of banking topics in Bulgaria, including Bank Exec International. Mr.Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

COURSE FACILITATOR

Ms. Nadezhda Tisheva is University of Delaware/ FLAG Consortium Coordinator for Financial Sector and Capital Markets in Bulgaria.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

02 April to 06 April (09:00 to 17:00)
Radisson Hotel Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

BANK RESTRUCTURING COURSE

WHAT SHOULD BE LEARNED FROM THIS COURSE ?

- the root causes of bank failure
- the infrastructure required to strengthen weak banks
- how to identify the greatest areas of risk in a bank
- steps required to assess a credit portfolio, treasury risk, asset/liability management
- how to develop a recovery strategy for non-performing assets
- the eight key steps in projecting cash flow
- the critical role of independent supervisory board members in a private banking system
- the benefits of an integrated approach to financial sector crisis management

The course will give particular emphasis to the critical steps needed to restore a bank to a sound financial condition.

WHO SHOULD ATTEND THIS COURSE ?

1. Bank managers responsible for credit, asset/liability management, forex/money market operations, strategic planning and financial/managerial accounting.
2. Bank regulators
3. Deposit Insurance Fund managers
4. Supervisory board members

Course attendance will be limited to the first twentyPAID registrants.

WHO IS THE COURSE INSTRUCTOR ?

Dr. Norman Baxter, Director of Financial Institutions Practice of Barents Group, is a former banker with extensive experience in the banking sector of the former Soviet Union. In addition to having primary expertise in management of credit risk, Dr. Baxter has also developed programs for accounting, internal audit, strategic planning and asset/liability management. Dr. Baxter received his M.A. and Ph.D. from the University of California, Berkley. He has held official positions with Signet Bank and Riggs National Bank, Washington. D.C.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

07 May – 10 May (13:30 to 18:30)
11 May – (09:00 to 11:00)

Radisson Hotel Sofia

Written course material will be in English. A Bulgarian interpreter will assist in the classroom.

COURSE TUITION

Commercial banks, bank regulators and banking agencies	200 Bulgarian Leva
Non bank attendees	250 Bulgarian Leva

BRANCH OFFICE MANAGEMENT

KEY TOPICS

- Products and services; managing services delivery
- Branch organization
- Planning
- Profitability
- Resource management
- Future of branch banking

➢ The course expands on deposit and loan product pricing, analyzing customer relationships, centralized vs. decentralized control, grouping of job functions and policy/procedure development.

➢ The seminar includes small group discussions and exercises, designed to reinforce principles taught in the class.

WHO SHOULD ATTEND THIS COURSE ?

- Branch managers, small business lenders, persons responsible for branch operations, marketing officers and human resources professionals.

Course participant's manual will be available in Bulgarian and English.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson is a top expert in the areas of Customer service, Change Management, Strategic Planning, Organizational Review and Training. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has also served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

01 October to 05 October – 9:00 to 17:00
Monday and Friday – 9:00 to 13:00
Festival and Congress Center - Varna

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

CUSTOMER SERVICE

KEY TOPICS

- Development of attitudes and manners to satisfy clients with maximum effectiveness
- Rules and barriers of effective listening
- Stress management
- The four types of question formats: closed, open, fact-finding and feeling-finding
- How to work together as a team in order to build quality customer service
- How to measure customer service
- Customer profitability
- Techniques of customer care
- The use of different delivery channels and how to provide effective customer care in each.

WHO SHOULD ATTEND THIS COURSE ?

- This course is an absolute fundamental for ALL bank employees. However, due to limitations on class size, it is suggested key managers of front office operations should be given primary consideration.
- *This course is highly interactive. Class participation, exercises and role-playing are key factors to improving participants' customer service skills.*

Course attendance will be limited to the first twenty-four registrants.
Subject to advance registration, a follow on course will be delivered in June.
Course participant's manual will be available in Bulgarian and English.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson is a top expert in the areas of Customer service, Change Management, Strategic Planning, Organizational Review and Training. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has also served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

05 March to 16 March – 14:00 to 17:30
Radisson Hotel – Sofia ***(Please note new location)***

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

Financial Institutions Analysis

Bulgarian translation

WHAT SHOULD BE LEARNED FROM THIS COURSE?

- How to apply the CAMEL framework for the credit analysis of banks.
- The basic measurement criteria for the assessment of a bank's financial strength, using a rating methodology.
- The risks associated with lending to financial institutions
- The risk factors of banking relationships in emerging markets
- The elements of country risk and cross border banking relationships
- Understanding the components of bank financial statements and the similarities and differences among financial institutions in developed and developing markets
- How to recognize the early warning signs of a distressed financial institution.

WHO SHOULD ATTEND THIS COURSE ?

- Bank regulators and other government agencies engaged in financial institution analysis.
- Investors contemplating the acquisition of a bank or certain bank assets
- Bank managers responsible for the financial analysis of their own bank
- Bank managers responsible for inter bank lending, due from deposit accounts and correspondent bank relationships.

Note: Course attendance will be limited to twenty registrants.

WHO IS THE COURSE INSTRUCTOR ?

Mr. Joel Hefty has over 14 years experience as principal examiner with the Federal Reserve Bank and many years as a trainer to management level bank regulators. He has conducted analysis of risk management processes in a variety of financial institutions. He has previously delivered seminars and workshops for the Bulgarian National Bank Supervision Department. Mr. Hefty has advised banks on financial institution analysis in Albania, Uganda, Malaysia, Thailand and the Peoples Republic of China.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

24 September to 28 September	*ElectroImpex Office*
09:00 to 16:30	*17 George Washington Street, Sofia*

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

A certificate of completion will be received based on attendance and overall participation in the course.

MANAGEMENT OF THE HUMAN RESOURCE FUNCTION

KEY TOPICS

- Career development and management succession planning
- Performance management
  Team performance, coaching, motivation tools
  Performance appraisals
  Employee communication and involvement programs
- Compensation philosophies and pay structures
- Training needs assessment
- Recruiting and staff planning

WHO SHOULD ATTEND THIS COURSE ?

This dynamic seminar will appeal to all human resource managers, training experts and senior managers responsible for the Human Resource activities of the bank. A half day discussion for a combined group of senior bank management and human resource professionals is also contemplated.

Course participant's manual will be available in Bulgarian.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson returns to Bulgaria to again deliver an excellent program on the Management of the Human Resource function. She is an expert in the areas of Customer service, Change Management, Strategic Planning, Organizational Review and Training. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

December 3-14 – 09:00 to 12:30
Radisson Hotel – Sofia Salon # 6

COURSE TUITION

Commercial banks, bank regulators and banking agencies	300 Leva, inclusive of VAT
Non bank attendees	360 Leva, inclusive of VAT

Attendance will be limited to the first twenty-five (25) registrants.

MANAGING CHANGE IN BANK OPERATIONS

KEY TOPICS

- Overview of strategic and tactical planning
- Productivity measurement tools and techniques for staffing levels
- How to use process analysis tools
- How to use tools to analyze activities
    1. Activity based costing
    2. Cost/benefit analysis
    3. Break-even analysis
- Process Re-engineering
- Change Management
    1. Reasons employees resist change
    2. How managers can best deal with resistance
    3. Appropriate strategies for change

WHO SHOULD ATTEND THIS COURSE ?

- This course is designed for all bank managers with responsibilities for strategic & tactical planning, productivity and work management, activity analysis and change management. This might also include experts in human resource management and work measurement.

Course attendance will be limited to the first twenty-four registrants.
Course participant's manual will be available only in English.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson is a top expert in the areas of Customer service, Change Management, Strategic Planning, Organizational Review and Training. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has also served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

05 March to 16 March – 09:00 to 12:30
Radisson Hotel – Sofia ***(Please note new location)***

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

MARKETING OF FINANCIAL SERVICES

KEY TOPICS

- Overview of the changing financial services environment
- Review of features, needs and benefits of the products/services mix
- Market segmentation
- Market research
- Marketing goals and strategies
- Customer Service
- Promotion
- Analyzing product, client, distribution, promotion and market segmentation relationships.
- Building Marketing Plans
- Future of Financial Services

WHO SHOULD ATTEND THIS COURSE ?

This course has great value to all persons engaged in strategic planning, market research, product development, promotion, customer service and branch office managers. This course is recommended for bankers as well as other financial service providers.

Course participant's manual will be available only in English.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson is a top expert in the areas of Customer service, Change Management, Strategic Planning, Organizational Review and Training. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

18 June to 22 June – 09:00 to 13:00
Radisson Hotel – Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	200 Bulgarian Leva
Non bank attendees	250 Bulgarian Leva

REAL ESTATE FINANCE

Bulgarian banks are beginning to introduce real estate credit programs for their clients. This type of loan has many elements of risk as well as great profit potential to the bank, if understood and managed correctly. This course will provide a framework for recognizing the risks and managing them for the mutual benefit of the bank and the client.

COURSE CONTENT

- Review of the fundamental concepts, theory and policies underlying construction loans.
- Detailed analysis of the various appraisal methods and collateral evaluation.
- Analysis of the risks associated with the project, the building contractor and the borrower.
- Understanding the principles of the structure of the mortgage loan agreement.
- Principles of monitoring the construction loan disbursements.
- Techniques for effective administration of the mortgage loan portfolio.
- Case studies will be utilized to demonstrate the above principles.

WHO SHOULD ATTEND THIS COURSE?

This course will have value for all credit officers and appraisal experts in the real estate finance process, including senior managers who are now considering the addition of real estate financing within their bank. Bank supervision staff will also find this course of great benefit.
Please note the course material will be in English. A Bulgarian interpreter will assist in the classroom.

Course attendance will be limited to the first twenty PAID registrants.

WHO IS THE COURSE INSTRUCTOR?

Mr. BILL K. CAMPBELL is an experienced banker and instructor. He has an extensive background in strategic planning, credit and financial training, staff development and bank management. He has previously delivered several courses on a variety of banking topics in Bulgaria. Mr. Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

WHEN AND WHERE WILL THE COURSE BE DELIVERED?

12 November to16 November – 09:00 to 16:30
Electroimpex Center

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

The above prices do not include VAT.

RISK MANAGEMENT

COURSE FOCUS

- Overview of the benefits of integrated risk management
- Credit and Operational risk
- Interest rate risk
- Liquidity risk
- Foreign Exchange risk
- Risk management using derivatives
- Capital risk
- Risk management system: risk identification, risk measurement and risk monitoring/controlling

WHO SHOULD ATTEND THIS COURSE ?

This course is very comprehensive with extensive use of case studies and exercises. Bank regulators plus senior and mid-level bank managers; who have responsibility for asset/liability management, treasury management, credit administration, internal audit, foreign exchange policy and/or liquidity management will benefit.
(Course material will be translated into Bulgarian)

WHO IS THE COURSE INSTRUCTOR ?

Ms. Sarah Hargrove is an international expert on commercial and investment banking. She has authored and delivered courses on treasury management, risk management, derivatives, analysis of banks and bank appraisals, and investment banking. She has provided instruction in USA, Russia, Georgia, Armenia, Bulgaria, Turkey and Thailand. She has over 20 years experience in bank management at Morgan Stanley & Co., Corestates Financial, and Wachovia Bank. Ms. Hargrove also served as Secretary of Banking in Pennsylvania for eight years and was the primary regulator for banks, savings associations and credit unions. She has received degrees from Harvard University and the University Of Pennsylvania Wharton School. She is also a Chartered Financial Analyst and active in many international associations.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

25 June to 29 June - (09:00 to 17:00)
Sheraton Hotel Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	250 Bulgarian Leva
Non bank attendees	300 Bulgarian Leva

STRATEGIC PLANNING

KEY TOPICS

This course is designed to assist bank managers master a method of planning which incorporates all aspects of the competitive environment in which they operate.

- Evaluate the current banking environment in Bulgaria
- Identify the components of the strategic planning process including mission statements, strategy concepts, situation analysis, internal and external assessments, strategy formulation and interpretation, and monitoring and reviewing actual results versus the plan
- Assessing competitive advantages and building on those advantages
- Examine the strengths, weaknesses, opportunities and threats of your bank as well as the competition
- Understand the role of technology in strategic planning
- Completing an internal analysis of the resources of your bank
- Projecting market and revenue growth
- Assessing strategic alternatives and designing the "best" strategy
- Process of formulating, communicating and implementing the plan
- Evaluating the reasons why some plans may fail.

WHO SHOULD ATTEND THIS COURSE ?

This course will have value to all bankers involved in economic forecasting, marketing of the bank's services, asset/liability management, personnel planning, information technology and for credit officers who must evaluate client business plans.

WHO IS THE COURSE INSTRUCTOR ?

Mr. BILL K. CAMPBELL is an experienced banker and instructor. He has an extensive background in strategic planning, credit and financial training, staff development and bank management. He has previously delivered several courses on a variety of banking topics in Bulgaria. Mr. Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

05 November to 09 November– 9:00 to 16:30

Electroimpex Business Center
17, George Washington St, Sofia

COURSE TUITION

Commercial banks, bank regulators and banking agencies	300 Bulgarian Leva
Non bank attendees	360 Bulgarian Leva

The above prices include VAT.

TRAINING OF TRAINERS

Produced by the International Banking Institute under a technical assistance program funded by USAID.

COURSE FOCUS

This course is designed to:

- Enable Bulgarian trainers to design and develop international standard training courses for use in the International Banking Institute and their own institutions.

COURSE CONTENT

- Seven stages of the teaching/learning process
- Instructor roles
- Course design, development and evaluation process
- Introduction on how to deliver effective presentations
- Learn how to write effective course content, learning objectives, overviews, summaries and instructor notes.
- Creation of transparencies and other visuals that support learning objectives
- Handling challenging and disruptive situations

WHO SHOULD ATTEND THIS COURSE ?

Individuals who have the capacity and desire to serve as future instructors in the Financial Services sector, including their own institutions.

Course attendance will be limited to the first fifteen (15) PAID registrants
PLEASE NOTE: The written course material will be in the English language. A Bulgarian interpreter will be present.

COURSE INSTRUCTOR

Mr. William Campbell is an experienced banker and instructor. He has an extensive background in all aspects of bank management, financial training, staff development and credit risk management. He has previously delivered several courses on a variety of banking topics in Bulgaria. Mr. Campbell has also delivered courses in most of the major banking schools in the United States as well as in Romania, Bosnia, Hungary, Slovakia, Czech Republic, Armenia, Georgia, Ukraine, Moldova, Kazakstan and Russia. He is a graduate of the University of Arizona and a former Senior Credit officer at Bank One of Arizona.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

09 April to13 April (09:00 to 17:00)
Radisson Hotel Sofia

COURSE TUITION

No tuition will be charged for this course

ANALYSIS AND MEASUREMENT OF BANK'S FRONT AND BACK OFFICE OPERATIONS

KEY TOPICS

- Examination of various operating efficiency ratios and benchmarks
- How to properly match financial goals, marketing goals, managerial goals with back/front office operations
- Examination of performance indicators and staffing levels for both front and back office operations
- How to monitor and analyze volume of activities in back/front office operations
- The effective use of cost/benefit analysis
- How to prepare and use process flow charts as critical analysis tools
- How to improve process quality
- Change Management
    1. Reasons employees resist change
    2. How managers can best deal with resistance
    3. Appropriate strategies for change

WHO SHOULD ATTEND THIS COURSE?

This course is designed for all managers who have responsibilities for back office or front office operations, strategic planning, productivity analysis, activity analysis as well as human resource management experts.
A Bulgarian interpreter will assist in the class room discussions.

THE COURSE INSTRUCTOR

Ms. Lynda Swenson is a well-known instructor in Bulgaria and has delivered highly regarded seminars in the subjects of Customer Service, Branch Office Management, Human Resource Management, Marketing of Financial Services and Change Management in Bank Operations. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has also served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED?

23 –24 September, 2002 (09:00 to 12:30 h)
25-26 September, 2002 (09:00 to 17:00 h)
Radisson SAS Grand Hotel Sofia, Hall 6

COURSE TUITION

Commercial banks, bank regulators and banking agencies	180 Bulgarian Leva
Non bank attendees	216 Bulgarian Leva

The above prices include VAT.

PROJECT FINANCE

The need to develop capital sources and know how for the development of large infrastructure projects is increasing in Bulgaria. This subject is one that requires an understanding of the many complex variables and the analysis of those variables in order to have a successful financing program. This analysis includes financial, legal and environmental considerations.

WHAT TOPICS WILL BE DISCUSSED?

1. Understand the meaning of project finance, when and how it is used.
2. Identify the aspects of successful project finance opportunities.
3. Understand the role of all parties involved in the project, analyze the strengths and weaknesses of involved parties.
4. Identification and analysis of the multiple risks involved in project finance.
5. Recognition of the various funding sources for a viable project and examine the different financing schemes used throughout the world.
6. Analysis of different repayment sources, their strengths and weaknesses.
7. Detailed sensitivity analysis on a project cash flow forecast.

WHO SHOULD ATTEND THIS COURSE ?

This course is suitable for all bankers, presently involved in or contemplating the funding of capital projects. It will also benefit bank regulators and government agencies, engaged in developing projects. There will be extensive use of case studies and team discussions. All course materials will be in English. A Bulgarian interpreter will assist in the presentation.

WHO IS THE COURSE INSTRUCTOR ?

Mr. Tony Grier, returns to Bulgaria, where he has taught numerous banking related courses. Mr. Grier is a dynamic instructor who has 15 years banking experience and has also worked globally as a consultant and instructor. He has received superior evaluations as a Barents instructor for the past seven years in many countries of the former Soviet Union, Central and Eastern Europe, Africa and Southeast Asia. Mr. Grier is professor of finance, accounting, investments and small business management at the American University in Paris, the Institut d'Etudes Politiques de Paris, and the Institut Superieur de Gestion. He received his Masters degree from Yale University School of Management. Mr. Grier has also earned the prestigious designation of CFA (Certified Financial Analyst).

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

15 April to 19 April 2002 - (09:30 to 16:30)
CITY UNIVERSITY
Training Center
8, Sveta Sofia, fl.2

COURSE TUITION

Commercial banks, bank regulators and banking agencies	300 Bulgarian Leva
Non bank attendees	360 Bulgarian Leva

The above prices include VAT.

SME FINANCE

KEY TOPICS

The course materials will highlight the following key aspects of SME Finance:

- Comparison between SME banking and corporate banking
- Customer-oriented approach to SME Lending
- Credit investigation – process of gathering information on credit applicants; building of a reliable financial model of the customer's business
- Credit Analysis – magnitude and timing of cash flows, related to principal and interest payments; ratio analysis of financial statements, cash flows and collateral
- Structuring of credit facilities, considering both customers' and bank's interests – examination of the cash flows from the working assets of the company as the primary source of repayment; evaluation of fixed assets collateral as a secondary source of repayment.
- SME Banking Relationship – borrower-lender relationship, based on both credit and non-credit banking service products.
- SME Banking Unit Business Plan – business planning process, integrating market research, goals, organizational principles, economics and financial projections.

WHO SHOULD ATTEND THIS COURSE ?

This course is suitable for all bankers, presently involved in or planning to develop an SME lending program. It will also benefit bank regulators, government and non-government agencies, who are engaged in the support of SME lending.

WHO IS THE COURSE INSTRUCTOR ?

Mr. Tony Grier, returns to Bulgaria, where he has taught numerous banking related courses. Mr. Grier is a dynamic instructor who has 15 years banking experience and has also worked globally as a consultant and instructor. He has received superior evaluations as a Barents instructor for the past seven years in many countries of the former Soviet Union, Central and Eastern Europe, Africa and Southeast Asia. Mr. Grier is professor of finance, accounting, investments and small business management at the American University in Paris, the Institut d'Etudes Politiques de Paris, and the Institut Superieur de Gestion. He received his Masters degree from Yale University School of Management.

WHEN AND WHERE WILL THE COURSE BE DELIVERED ?

29 April to 3 May 2002 - (09:00 to 17:00)
Trimontium Princess Hotel - Plovdiv

COURSE TUITION

Commercial banks, bank regulators and banking agencies	300 Bulgarian Leva
Non bank attendees	360 Bulgarian Leva

The above prices include VAT.

TRAINING OF TRAINERS

TEAM BUILDING WORKSHOP - KEY TOPICS

- How cross-generationally friendly is your work group, department, business or organization?
- Team assessment questionnaire
- Thomas-Kilman conflict mode instrument
- Communication behaviour index
- Team building – dynamics of team development, acquisition of skills, needed to facilitate and lead teams

FACE TO FACE SELLING SKILLS WORKSHOP - KEY TOPICS

- Strategic Selling – buying influences; red flags; response modes; win results; the sales funnel; ideal customer profile
- Negotiation Process; negotiating styles; negotiating tactics
- Communication Styles – promoters, directors, thinkers, accommodators
- Closing the present sale – big 4 buying motives
- Increasing future sales – cross selling, referrals, new customers
- Thomas-Kilman conflict mode instrument

WHO SHOULD ATTEND THIS COURSE ?

Individuals who have the capacity and desire to serve as future instructors at the International Banking Institute.

Course participant's manual will be available in Bulgarian and English.
A Bulgarian interpreter will assist in the class room discussions.

WHO IS THE COURSE INSTRUCTOR ?

Ms. Lynda Swenson is a well-known instructor in Bulgaria and has delivered highly regarded seminars in the subjects of Customer Service, Branch Office Management, Human Resource Management, Marketing of Financial Services and Change Management in Bank Operations. In addition to her current role as Chief Executive officer of R.C.S. Company, in La Jolla, California; she has also served in senior management positions at Bank One Corporation, The Federal Reserve Bank of San Francisco and other major financial institutions in Texas and Illinois. She has served as the Senior Advisor to the Czech Banking Institute in Prague and is presently a senior member of the faculty at the Stonier Graduate School of Banking as well as Graduate schools of Banking in Texas, Wisconsin, Colorado and Washington. Ms. Swenson is a Certified Financial Planner, has an MBA from the Graduate School of Business at Loyola University in Chicago and earned her Bachelor's degree at the University of California, Berkley campus.

WHEN AND WHERE WILL THE COURSE BE DELIVERED?

Team Building Workshop - 26–27 May, 2003 (09:00 to 17:00 h)
Face to Face Selling Skills Workshop - 28-29 May, 2003 (09:00 to 17:00 h)
Radisson SAS Grand Hotel Sofia, Room 606

Appendix F

Bank Attendance - Barents Group courses - 2000 - 2003

	BANK	2000	2001	2002	2003	TOTAL
1	Biochim Bank	12	29	68		109
2	BNP Dresdner Bank	1	5	1		7
3	Bulbank	6	4	5		15
4	Bulgarian American Credit Bank		9	24		33
5	Bulgaria - Invest	3	9	24		36
6	Bulgarian National Bank	12	20	6		38
7	Bulgarian Post Bank	8	35	41	2	86
8	Central Cooperative Bank	2	1	1		4
9	Citibank					
10	Commercial Bank of Greece			1		1
11	Corporate Commercial Bank	1	5	3		9
12	Demirbank		3	8		11
13	DSK Bank	19	93	30	2	144
14	Economic and Investment Bank		8	1		9
15	Encouragement Bank	2	1	2		5
16	Eurobank	2	9	2		13
17	First East International Bank		21	1		22
18	First Investment Bank		42		132	174
19	Hebros Bank	2	7	24		33
20	Hypovereinsbank	2				2
21	ING Bank	3	3			6
22	Int. Bank for Commerce & Devel.	1		1		2
23	International Commercial Bank	4	3			7
24	Alpha Bank			3		3
25	Municipal Bank	2	3	2		7
26	National Bank of Greece	4	2	1		7
27	Neftinvest Bank		5			5
28	Piraeus Bank S.A., Sofia Branch		6	65		71
29	ProCredit Bank			15	76	91
30	Raiffeisen Bank	18	9	5		32
31	Roseximbank	1	1			2
32	SG Expressbank	3	5	1		9
33	Teximbank					
34	Tokuda Credit Express Bank	2	3			5
35	Unionbank	2	2	8		12
36	United Bulgarian Bank	4	12	2		18
37	T.C. Ziraat Bank					
38	DIF	2	4	1		7
39	Non-banking institutions	1	23	26	21	71
40	Private individuals		2			2
41	International Institutions		4	4		8
	TOTAL	119	388	376	233	1116
	Number of Banks	26	32	30	5	

The total number of USAID course participants is 1116.

Bank Attendance - Barents Group courses - 2000 - 2004 - by courses

	BANK	CMS	PLM	FOREX	IA	IAS	CS	MCBO	BE	TOT	BR	BC	MOFS	RM	FIA	OM	SP	REF	HRM	ATOT	PF	ME	FOBO	TB	FFS	TOTAL
1	Biochim Bank	22	4	1	6	8	4			3		2	1	5		41		2	1	2	1	1	5			109
2	BNP Dresdner Bank			1			2					1	2								1					7
3	Bulbank	3	2		1	1				1		1	1	1									4			16
4	Bulgarian American Credit Bank						24								1			8								33
5	Bulgaria - Invest				1	2	17		2	1	1	1		5		4		2								36
6	Bulgarian National Bank			10	1	6			2	1				10	4			4								38
7	Bulgarian Post Bank	2	1	1	4	2	20	2	1	3		1		1	1	26		1		1		16	2	1	1	86
8	Central Cooperative Bank				1	1		1														1				4
9	Citibank																									
10	Commercial Bank of Greece									2				1							1					1
11	Corporate Commercial Bank				1			1						3			1									9
12	Demirbank						2												1			2				11
13	DSK Bank	14	3	6	2	2	16	26	4	5	3	4	15	16	4	4	1	2		3		3	10	1	1	144
14	Economic and Investment Bank			5	1	1						1	1					4								9
15	Encouragement Bank	1			1										1					1		1				5
16	Eurobank				1	1	2	1				1	1			2		1	1							13
17	First East International Bank			2	1	1	3					4	3	2	2	5										22
18	First Investment Bank			1			174																			174
19	Hebros Bank				2		1			2		2	2	3		12						9				33
20	Hypovereinsbank	2																								2
21	ING Bank			2		2						1			1											6
22	Int. Bank for Commerce & Devel.			1																						2
23	International Commercial Bank	1	1	2		1	2	1																		7
24	Alpha Bank																									3
25	Municipal Bank			2	1		1						1	1							2					7
26	National Bank of Greece	1	1	2	1	1								2					1							7
27	Neftinvest Bank				1		2					1							1							5
28	Piraeus Bank S.A., Sofia Branch					1	3	1				1														71
29	ProCredit Bank						141							2		12						1				91
30	Raiffeisen Bank	6	2	5	2	4	1			2	1	1		1		2	1		1			1				32
31	Roseximbank				1	1																				2
32	SG Expressbank	3			2	2				1			1													9
33	Teximbank																									
34	Tokuda Credit Express Bank			1	1	1				1								1								5
35	Unionbank	2			1					2						7										12
36	United Bulgarian Bank	3	1	1			1		2	2			2	1	2			2		1						18

37	T.C. Ziraat Bank																									
38	DIF			1		2					2			1			1									7
39	Non-banking institutions				1		4			12	2			1	1		5		7	4	3	8	1	10	11	71
40	Private individuals					1	1											1								2
41	International Institutions			4			1						1	1		1										8
	TOTAL	**62**	**16**	**48**	**34**	**41**	**422**	**33**	**11**	**38**	**9**	**22**	**31**	**57**	**17**	**116**	**9**	**28**	**13**	**12**	**8**	**44**	**22**	**12**	**13**	**1116**
	Number of Banks	**12**	**8**	**18**	**22**	**20**	**18**	**7**	**5**	**13**	**5**	**14**	**12**	**17**	**9**	**10**	**5**	**11**	**7**	**6**	**5**	**9**	**5**	**3**	**3**	

1) CMS - Credit Management System - 3 times
2) PLM - Problem Loan Management - 1 time
3) FOREX - Foreign Exchange and International Financial Markets - 2 times
4) IA - Internal Audit - 2 times
5) IAS - International Accounting Standards - 2 times
6) CS - Customer Service - 18 times
7) MCBO - Managing Change in Bank Operations -2 times
8) BE - BankExec International - 1 time
9) TOT - Training of Trainers - 3 times
10 BR - Bank Restructuring - 1 time
11 BC - Bank Cards - 1 time
12 MOFS - Marketing of Financial Services - 1 time
13 RM - Risk Management - 2 times
14 FIA - Financial Institutions Analysis
15 BOM - Branch Office Management - 7 times
16 SP - Strategic Planning - 1 time
17 REF - Real Estate Finance - 1 time
18 HRM - Human Resource Management - 1 time
19 ATOT - Advanced Training of Trainers - 1 time
20 PF - Project Finance - 1 time
21 SME - SME Lending - 2 times
22 FOBO - Analysis and Measurement of Bank's Front and Back Office Operations - 1 time
23 TB - Team Building - 1 time
24 FFSS - Face to Face Selling Skills

Appendix G

PARTICIPANTS BY GENDER – BARENTS GROUP COURSES — 2000-2003

Course	Date	Male	Female	Total
Credit Management System – Varna	10/02/-10/06/00	11	11	22
Credit Management System – Sofia	10/09/-10/20/00	15	5	20
Problem Loan Management	10/09/-10/20/00	8	7	15
Foreign Exchange	10/30/-11/03/00	7	13	20
Internal Audit 1	11/13/-11/24/00	7	14	21
International Accounting Standards 1	11/13/-11/24/00	5	16	21
Internal Audit 2	01/29 -02/09/01	7	6	13
International Accounting Standards 2	01/29 -02/09/01	5	15	20
Managing Change in Bank Operations	03/05 - 03/16/01	5	5	10
Customer Service 1	03/05 - 03/16/01	4	11	15
Bank Exec International	04/02 - 04/06/01	4	7	11
Training of Trainers 1	04/09 - 04/13/01	2	11	13
Bank Restructuring	05/07 - 05/11/01	4	5	9
Bank Cards	06/11 - 06/15/01	7	15	22
Marketing of Financial Services	06/18 - 06/22/01	15	16	31
Customer Service – Bulgarian Post Bank	06/18 - 06/22/01		15	15
Customer Service 2 - Varna	06/25 - 06/29/01	22	7	29
Risk Management	06/25 - 06/29/01	15	19	34
Training of Trainers 2	09/17 - 09/21/01	3	9	12
Financial Institutions Analysis	09/24 - 09/28/01	7	10	17
Branch Office Management 1	10/01 - 10/05/01	11	5	16
Customer Service 3 – Plovdiv	10/08 - 10/12/01	17	4	21
Managing Change in Bank Operations - DSK	10/15 - 10/19/01	5	18	23
Strategic Planning	11/05 - 11/09/01	1	8	9
Real Estate Finance	10/12 - 10/16/01	14	14	28
Human Resource Management	12/03 - 12/14/01	1	12	13
Customer Service – FIB – Group I	12/03 - 12/06/01		14	14
Customer Service – FIB – Group II	12/10 - 12/13/01	1	12	13
Training of Trainers 3	01/18 - 01/22/02	3	10	13
Training of Trainers – Advanced Course	01/25 - 01/29/02	2	11	13
Customer Service – BACB	02/11 - 02/15/02	6	19	25
Customer Service – Procredit Bank	02/18 - 02/22/02	15	50	65
Branch Office Management – Bulgarian Post Bank	02/25 - 03/01/02	12	9	21
Foreign Exchange	03/04 - 03/08/02	14	14	28
Credit Management System – Biochim Bank	03/18 - 03/22/02	10	10	20
Project Finance	04/15 - 04/19/02	6	2	8
SME Finance	04/22 - 04/26/02	7	14	21
Branch Management – Biochim Bank	05/27 - 05/29/02	16	2	18
Branch Management – Biochim Bank	05/29 - 05/31/02	13	6	19
Branch Management – Bourgas	06/03 - 06/05/02	8	7	15
Customer Service – CB "Bulgaria – Invest"	06/10 - 06/11/02	3	14	17
Branch Management – Sofia	06/12 - 06/14/02	6	8	14
Branch Management – ProCredit Bank	09/16 - 09/17/02	5	7	12
Back Office – Front Office Operations	09/16 - 09/17/02	4	18	22
SME Finance	10/28 - 11/01/02	11	12	23
Risk Management	11/04 - 11/08/02	16	7	23
Team Building	05/26- 05/27/03	2	10	12
Face to Face Selling Skills	05/28- 05/29/03	2	11	13
Customer Service - FIB	09/15 – 09/17/03	0	29	29
Customer Service – Procredit Bank	09/16 – 09/18/03	1	16	17
Customer Service - FIB	09/18 – 09/20/03	0	30	30
Customer Service - FIB	10/07 –10/08/03	3	21	24
Customer Service - FIB	10/09 – 10/10/03	1	24	25
Customer Service - FIB	10/11 – 10/12/03	1	23	24
Customer Service – Procredit Bank	11/03–11/04/03	2	17	19
Customer Service – Procredit Bank	11/05 – 11/06/03	2	20	22
Customer Service – Procredit Bank	11/07 – 11/08/03	2	16	18
TOTAL		375	741	1116

Appendix H

PARTICIPANTS IN BARENTS GROUP COURSES - ALUMNI DATABASE

Name	Position, Bank	Contact Information	Course
Adelina Suvandjieva	Manager, Accounting Department, Raiffeisenbank	02/ 9198 5432	IAS 1
Albena Georgieva	Credit Officer, Bulbank	02/ 9641 2435	CMS
Albena Ivanova	Expert, Back Office, Municipal Bank	02/ 930 02 14	FOREX 2
Albena Kehayova	Credit Officer, SG Expressbank, Varna	052/ 60 27 40	CMS - Varna
Albena Radeva	Expert, Branch Network, DSK Bank, Sofia - Battenberg Regional Branch	02/ 987 23 05	MCBO - DSK
Albena Sokolova	Chief Expert, International Cheques Department, Biochim Bank	02/ 926 92 85; 087/ 465 689	TOT Adv
Albena Spasova	Expert, Bank Accounts, Procredit Bank	087/ 606 480	CS-PrB
Aleksandar Popov	Branch Manager, Biochim Bank, Battenberg Branch	02/ 988 29 89; 987 12 32	BOM -BB
Alexander Bozhilov	Credit Expert, Economic and Investment Bank	02/ 9850 0134	REF
Alexander Dimitrov	Inspector, On Site Supervision Directorate, Bank Supervision Department, BNB	02/ 9145 2412	RM
Alexander Lichev	Branch Manager, Biochim Bank, Slatina Branch	02/ 70 04 09	BOM - BB
Alexander Nikolov	Expert, Capital Markets, Economic and Investment Bank	02/ 9850 0565	REF
Alexander Mechkarski	Head, Internal Control, Eurobank	02/ 68 40 24	IA 1
Alexander Smilkov	Branch Manager, Unionbank, Targovishte Branch	0601/ 62 605	BOM 2
Andrey Genev	Investment Officer, BACB	02/946 01 19	REF
Andrey Genev	Investment Officer, BACB	02/946 01 19; 087/ 71 11 25	CS - BACB
Andrey Lozanov	Expert, Credit Division, Encouragement Bank	02/ 930 63 30	FIA
Andrey Kostov	Credit Officer, DSK Bank, Varna Regional Branch	052/ 22 20 92	CS 2
Andrian Stefanov	Expert, Economic Issues and Branch Network, DSK Bank, Kaloyan Regional Branch	02/ 930 87 69	MCBO - DSK
Aneliya Boneva	Head, Internal Control, Municipal Bank	02/ 930 02 51	IA 1
Aneliya Dimitrova	Director, Credit Risk Management, DSK Bank	02/ 981 31 21	CMS
Aneliya Dimitrova	Director, Credit Limits, Analysis and Control Department, DSK Bank	02/ 981 31 21; 939 12 04	BR
Aneliya Kostadinova	Cashier, Procredit Bank, Pleven Branch	064/ 850 545	CS-PrB
Aneta Mladenova	Loan Officer, Procredit Bank	02/ 921 71 18	CS-PrB
Aneta Nikolova	Cashier, Procredit Bank, Varna Branch	052/ 610 703	CS-PrB
Angel Dimitrov	Chief Expert, Innovation and Price Policy, DSK Bank	02/ 930 87 72	BOM 3
Angel Mateev	Loan Officer, Procredit Bank	02/ 70 80 42	CS-PrB
Angela Peneva	Expert, Innovation and Price Policy, DSK Bank	02/ 930 87 72	BOM 3
Ani Angelova	Supervisor, Corporate Banking, Raiffeisenbank	02/ 9198 5118	CMS
Ani Angelova	Manager, Credit Department, Raiffeisenbank	02/ 9198 5118	TOT 1
Ani Minkova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 70; 088/ 370 717	CS - FIB
Anna Boneva	Treasurer, Bulgarian-American Credit Bank	02/ 965 83 33	FIA
Anna Kodjanikolova	Chief Expert, DSK Bank Academy, DSK Bank	02/ 980 68 82	TOT 2
Anna Kodjanikolova	Chief Expert, HR Management Department, DSK Bank	02/ 980 68 82	TOT Adv
Anna Mitova	Cashier-Officer, Procredit Bank, Varna Branch	052/ 610 803	CS-PrB
Anna Valcheva	Accountant, Commercial Bank Bulgaria - Invest, Europe Branch - Sofia	02/ 980 16 00	CS - Bul-Inv

Annie Slavcheva	Internal Auditor, Raiffeisenbank	02/ 9198 5632	IA 1
Antoaneta Doncheva	Product Manager, Bulbank	02/ 9841 2603	MOFS
Antoaneta Gicheva	Accountant, Commercial Bank Bulgaria - Invest, Silistra Branch	086/ 2 20 48; 087/ 384 197	CS - Bul-Inv
Antoaneta Nikolova	Specialist, Bank Operations, Front Office - Bourgas, First Investment Bank	056/ 800 138	CS 3
Antoaneta Teodosieva	Marketing Officer, BNP Paribas	02/ 980 89 51; 980 49 07 (ext. 105)	MOFS
Anton Antonov	Branch Manager, Biochim Bank, Kyustendil Branch	078/ 5 00 33; 0488/ 49 319	BOM - BB
Anton Bonev	Expert, Lending Department, Biochim Bank, Vidin Regional Branch	094/ 60 00 53	CMS - BB
Anton Gachev	Chief Accountant, First East International Bank	02/ 963 45 47	IAS 2
Anton Todorov	Chief Accountant, Eurobank	02/ 62 40 37	IAS 1
Anton Voynov	Branch Manager, Biochim Bank, Plovdiv Regional Branch	032/ 62 18 11; 0489/ 41 353	BOM - BB
Antonia Dobreva	Senior Officer, Loan Division, United Bulgarian Bank	02/ 9854 2259	REF
Antonia Stoyanova	Specialist, Bank Operations, Front Office - Sofia, First Investment Bank	02/ 59 51 39	CS 3
Antoniya Stoyanova	Loan Officer, Procredit Bank, Stara Zagora Branch	042/ 60 40 02	CS-PrB
Artan Gjonka	Business Officer, Savings Bank of Albania	00355/ 422 45 40	FOREX 2
Asya Bachvarova	Expert, Bank Products, Economic and Investment Bank	02/ 9850 0595	MOFS
Atanas Ivanov	Loan Officer, Procredit Bank, Stara Zagora Branch	042/ 60 40 02	CS-PrB
Atanas Tomov	Branch Manager, Hebros Bank, Maritza Branch	032/ 90 25 62	BOM 2
Belina Vaseva	Branch Manager, Biochim Bank, Yambol Branch	046/ 6 19 77	BOM - BB
Biliana Nikolova	Customer Service Manager, BACB	02/ 965 83 34	CS - BACB
Biljana Lowndes	Finnacial Director, Alfa Finance Holding	02/ 937 62 18	SP
Bilyana Krasteva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 99	CS - FIB
Bistra Kirova	Investment Officer, BACB	052/943 30 36	REF
Bistra Kirova	Investment Officer, BACB	052/943 30 36	CS - BACB
Bistra Petkova	Credit Officer, Tokuda Credit Express Bank	052/980 33 00	REF
Blagovesta Gergova	Expert, Personnel Recruitment, Eurobank	02/ 969 07 12	HRM
Bogomil Iliev	Inspector, Internal Control, Bulbank	02/ 926 83 55	IA 1
Bogomila Hristova	Chief Secretary, Bulgarian Industrial Holding		SP
Boian Ikonomov	Investment Analyst, BACB	02/ 946 01 19; 943 30 77	CS - BACB
Boian Strahilov	Specialist, Recruitment and Qualification, United Bulgarian Bank	02/ 9854 2477; 048/ 974 948	TOT Adv
Boiko Boyanov	Branch Manager, Biochim Bank, Evropa Branch	02/ 988 40 01	BOM -BB
Boris Israel	Dealer, Demirbank	02/ 989 44 44 (ext. 112)	FOREX 2
Boris Ruhlyadko	Chief Expert, Strategic Planning Department, DSK Bank	02/ 980 39 27; 087/ 52 01 24	MOFS
Borislav Borisov	Branch Manager, Biochim Bank, Business Branch	02/ 960 66 20; 088/ 813 227	BOM - BB
Borislav Dimitrov	Branch Manager, Hebros Bank, Blagoevgrad Branch	073/ 2 50 01	BOM 3
Borislava Gencheva	Senior Accountant, BNB	02/ 9145 1499	IAS 2
Boryana Borisova	Assistant, Internal Control, Demirbank	02/ 989 44 44 (ext. 165)	FOREX 2
Boyan Boev	Expert, Problem Loans, Biochim Bank	02/ 926 92 92	PLM
Boyan Bontchev	Chief Inspector, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2311	BankExec

Boyan Damyanov	Expert, Card Department, First East International Bank	02/ 943 42 23	BC
Boyan Koev	Branch Manager, Biochim Bank, Gabrovo Branch	087/ 887 646	BOM - BB
Boyan Kuev	Accountant, Commercial Bank Bulgaria - Invest, Kazanlak Branch	43102/ 6 40 95	CS - Bul-Inv
Boyan Panicharov	Loan Officer, Procredit Bank	087/ 283 713	CS-PrB
Boyan Stefov	Specialist, Analyses, Regulators, Branches Department, Central Cooperative Bank	02/ 926 66 78	MCBO
Boyan Stefov	Dealer, Demirbank	02/ 989 44 44	FOREX 2
Boyan Strahilov	Specialist, Recruitment, Training and Qualification, United Bulgarian Bank	02/ 9854 2477	TOT 2
Boyanka Nikolova	Branch Manager, Bulgarian Post Bank, Targovishte Branch	0601/ 6 17 20	BOM - BPB
Branimir Tsanov	Expert, Risk Management Department, Hebros Bank	02/ 926 05 47	RM
Chavdar Danev	Branch Manager, Bulgarian Post Bank, Rousse Branch	082/ 27 25 76	BOM - BPB
Chavdar Targohov	Senior Loan Officer, Procredit Bank, Varna Branch	052/ 610 703	CS-PrB
Christo Babev	Head, Risk Control and Bank Regulations Department, DSK Bank	02/ 981 44 07	MCBO
Dafin Sredkov	Expert, Internal Control, Economic and Investment Bank	02/ 9850 0540	IA 2
Daniel Denchev	Expert, Risk Management Department, Bulgarian Export Insurance Agency	02/ 989 65 35	FIA
Daniel Denchev	Expert, Risk Management Department, Bulgarian Export Insurance Agency	02/ 989 65 35	PF
Daniel Trifonov	Dealer, Eurobank	02/ 969 07 24	FOREX 2
Daniela Borisova	Project Manager, NACHALA Cooperative	098/ 56 14 17	SME
Daniela Georgieva	Head, Internal Control, Biochim Bank	02/ 980 91 40	IA 1
Daniela Georgieva	Head, Internal Control, Biochim Bank	02/ 980 91 40	IAS 2
Daniela Georgieva	Head, Internal Control, Biochim Bank	02/ 980 91 40	RM
Daniela Ivanova	Senior Loan Officer, Procredit Bank, Varna Branch	088/ 444 573	CS-PrB
Daniela Kachakova	Director, Problem Loans, DSK Bank	02/ 939 12 07	CMS - Varna
Daniela Kutrina	Front Desk Officer, Procredit Bank	02/ 54 23 04	CS-PrB
Daniela Stefanova	Manager, KPMG Consulting/Barents Group	02/ 946 16 10; 946 10 49	BR
Daniela Tomova	Expert, DSK Bank Academy, DSK Bank	0488/ 22 421	TOT 2
Daniela Tomova	Expert, DSK Bank Academy, DSK Bank	02/ 987 04 07; 0488/ 22 421	TOT Adv
Daniela Vitanova	Office Manager, Biochim Bank, Slatina Branch	02/ 74 81 11	CMS - BB
Danka Stoyanova	Head, Internal Audit Division, Unionbank	02/ 987 60 02	IA 2
Darina Atanasova	Head, Business Clients, DSK Bank, Varna Regional Branch	052/ 25 86 24	MOFS
Darina Yossifova	Loan Officer, Procredit Bank	088/ 763 293	CS-PrB
Dashina Yordanova	Chief Expert, Lending Department, Biochim Bank, Varna Regional Branch	052/ 22 57 44	CMS - BB
Delyana Pesheva	Account Manager, Commercial Bank of Greece	02/ 917 11 20	CS 1
Denitsa Galdova	Front Desk Officer, Procredit Bank, Varna Branch	052/ 610 703	CS-PrB
Denitza Kakatcheva	Expert, Customer Service Department, BNP Paribas	02/ 980 49 07	CS 1
Denitza Popatanassova	Accountant, VIP Hall - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Denka Slarova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 00; 934 36 37	CS - FIB
Desislava Bogdanova	Loan Officer, Procredit Bank	02/ 76 46 41; 088/ 270 340	CS-PrB
Desislava Georgieva	Product Manager, Hebros Bank	02/ 926 05 00	MOFS

Desislava Georgieva	Product Management Expert, Hebros Bank	02/ 926 05 00	TOT 3
Desislava Simova	Front Desk Officer, Procredit Bank, Bourgas Branch	056/ 62 33 78	CS-PrB
Dessislava Georgieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 00	CS - FIB
Dessislava Ivanova	Loan Officer, Procredit Bank, Plovdiv Branch	087/ 241 693	CS-PrB
Dessislava Stoeva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 76 97 14	CS - FIB
Dessislava Toteva	Deputy Chief Accountant, Roseximbank	02/ 980 26 29	IAS 2
Dessislava Zlatanova	Accountant, VIP Hall - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Diana Dobrinska	Senior Bank Specialist, United Bulgarian Bank	02/ 9854 2370	RM
Diana Georgieva	Front Desk Officer, Procredit Bank, Plovdiv Branch	032/ 904 088	CS-PrB
Diana Pavlova	Expert, Bank Service, Procredit Bank, Varna Branch	052/ 610 998; 087/ 24 74 70	CS-PrB
Diana Slavova	Cashier-Officer, Procredit Bank, Bourgas Branch	087/ 648 258	CS-PrB
Diana Tarashoeva	Inspector, Internal Control, Biohim Bank	02/ 987 85 41 (ext. 290)	IA 2
Diliana Antonova	Inspector - methodologist, DSK Bank	02/ 988 03 20	RM
Diliana Antonova	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 988 03 20	BankExec
Diliana Antonova	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 988 03 20	FIA
Dimitar Dimitrov	Director, Representative Office, DSK Bank, Dobrich Regional Branch	05731/ 20 48	MOFS
Dimitar Dimitrov	Expert, Customer Relationship Management, Biochim Bank, Rousse Reg. Branch	088/ 879 107	CMS - BB
Dimitar Georgiev	Head, New Business Unit, Commercial Bank of Greece	02/ 917 11 46	PLM
Dimitar Gerdjikov	Loan Officer, Procredit Bank	02/ 47 10 38; 088/ 957 591	CS-PrB
Dimitar Murdjev	Head, Internal Control and Audit Directorate, DSK Bank	02/ 980 56 49	FOREX 2
Dimitar Petrov	Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2435	FIA
Dimitar Tchobanov	Expert, Bulgarian Post Bank	02/ 980 88 38	SME
Dimitrina Gekova	Head, Internal Audit, National Bank of Greece	02/ 981 50 10; 980 29 95	IA 1
Dimitrina Gekova	Internal Auditor, National Bank of Greece	02/ 981 50 10; 980 29 95	FOREX 2
Dimitrina Gekova	Head, Internal Audit, National Bank of Greece	02/ 980 29 95; 088/ 432 224	RM
Dimitrina Georgieva	Branch Manager, First East International Bank, Haskovo Branch	038/ 2 31 83; 087/ 34 80 51	BOM 1
Dimitrina Petrova	Customer Service Specialist, BACB	02/ 965 83 73	CS - BACB
Dimitrinka Grozeva	Agro-business trainer and cooperative credit consultant, Econ. Academy - Svishtov	0631/ 25 920; 088/ 414 894	TOT Adv
Dina Raicheva	Accountant, Bulgarian Post Bank	02/ 963 21 04 (ext. 385)	TOT 1
Dina Raicheva	Accountant, Foreign Currency Operations - Sofia City Branch, Bulgarian Post Bank	02/ 963 21 04 (ext. 385)	CS - BPB
Diyana Gocheva	Expert, Economic Issues and Branch Network, DSK Bank, Bourgas Regional Branch	056/ 84 22 01	MCBO - DSK
Dobri Dragnev	Branch Manager, Biochim Bank, Varna Regional Branch	052/ 60 01 50; 0489/ 59 205	BOM 1
Dobri Dragnev	Branch Manager, Biochim Bank, Varna Regional Branch	052/ 60 01 50; 0489/ 59 205	BOM -BB
Dobry Kolev	Senior Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2426	FOREX 1
Donka Stoyanova	Loan Officer, Procredit Bank, Plovdiv Branch	088/ 449 165	CS-PrB
Donka Tsonkovska	Chief Expert, Lending Department, Biochim Bank, Troyan Branch	0670/ 2 33 86	CMS - BB
Doroteya Novak	Loan Officer, Procredit Bank, Varna Branch	088/ 497 650	CS-PrB
Dragomir Petkov	Director, DSK Bank, Kazanlak Branch	0431/ 6 44 00	MCBO - DSK

Efremilia Sopadjieva	Senior Consultant, KPMG Consultant/Barents Group	02/ 953 11 06; 951 58 91	TOT 3
Ekaterina Jeliazkova	Head of Department, Segment Strategy, Hebros Bank	02/ 926 05 00	MOFS
Ekaterina Jeliazkova	Head of Department, Segment Strategy, Hebros Bank	02/ 926 05 00; 088/ 406 193	TOT 3
Ekaterina Jeliazkova	Product Manager, Hebros Bank	02/ 926 05 00	BOM 3
Ekaterina Nitsova	Credit Officer, DSK Bank, Moskovska District Branch	02/ 987 42 77	CMS
Elena Hadjipetrova	Head, Internal Audit, Commercial Bank Bulgaria - Invest	02/ 987 16 13	IA 1
Elena Hristova	Credit Marketing Officer, Demirbank	02/ 989 44 44	SME
Elena Kassabova	Chief Expert, Card Systems, Economic and Investment Bank	02/ 9850 0509	BC
Elena Nasalevska	Senior Specialist, New Products and Sales, United Bulgarian Bank	02/ 9854 2383	CS 1
Elena Nasalevska	Senior Specialist, New Products and Sales, United Bulgarian Bank	02/ 9854 2383	TOT 2
Elena Petrova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 85	CS - FIB
Elena Radionova	Consultant, Front Office, DSK Bank, Moskovska District Branch	02/ 54 63 15; 939 11 67	CS 2
Elena Terzieva	Director, DSK Bank Academy, DSK Bank	02/ 939 12 03	CS 2
Elena Tomova	Chief Expert, Sale of Services Department, Commercial Bank Bulgaria - Invest	02/ 980 73 24	REF
Elena Vasileva	Cashier, Procredit Bank, Haskovo Branch	038/ 66 42 63	CS-PrB
Elena Yavasheva	Senior Credit Specialist, Biochim Bank, Dobrich	058/ 2 20 84	CMS - Varna
Elenka Goryalova	Expert, Credit Administration, Hebros Bank, Head Office	032/ 90 37 55	SME
Eleonora Lioliova	Expert, Population Division, DSK Bank, Dupnitsa Regional Branch	0701/ 2 22 82	CS 2
Eli Hadjieva	Expert, Encouragement Bank	02/ 930 63 09	SME
Eli Petkova	Accountant, Commercial Bank Bulgaria - Invest, Vidin Branch	094/ 60 11 22	CS - Bul-Inv
Elisaveta Pravova	Chief Inspector, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2328	FOREX 2
Elisaveta Pravova	Chief Inspector, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2328	FIA
Elitsa Georgieva	Specialist, Back Office, Foreign Currency Operations, DSK Bank, Blagoevgrad	073/ 2 90 89	CS 2
Elitza Beiska	Specialist, Marketing and Lending, Demirbank	02/ 989 44 44	CS 2
Elitsa Beleva	Head of HR Department, Procredit Bank	02/ 921 71 85	CS-PrB
Elizabeth Vatchkova	Professor, International University	088/ 926 836	HRM
Elka Apostolova	Branch Manager, Bulgarian Post Bank, Blagoevgrad Branch	073/ 2 08 88	BOM - BPB
Elka Georgieva	Specialist, Liquidity, Bulgarian Post Bank	02/ 981 21 55	FOREX 1
Elka Popova	Accountant, Commercial Bank Bulgaria - Invest, Pleven Branch	064/ 801 336	CS - Bul-Inv
Elka Todorova	Head of Pricing Division,Marketing Department, DSK Bank	02/ 930 87 73	MOFS
Elka Todorova	Chief Expert, Innovation and Price Policy, DSK Bank	02/ 987 40 34	BOM 3
Elly Palakarcheva	Chief Expert, DSK Bank	02/ 939 11 63	FIA
Emanuela Nikolova	Expert, Risk Management, Raiffeisenbank	02/ 9198 5143	CMS
Emanuela Nikolova	Treasury Risk Analyst, Raiffeisenbank	02/ 9198 5143	TOT 1
Emil Ivanov	Branch Manager, Biochim Bank, Yuzhen Park Branch	02/ 581 52 83; 088/ 918 200	BOM - BB
Emil Petrov	Expert, Risk Management Department, Bulgarian Export Insurance Agency	02/ 989 65 35	SME
Emil Stoyanov	Head of Marketing, DSK Bank	02/ 930 87 60	MOFS
Emilia Tzankova	Expert, Strategic Planning, Analysis and Organization, Biochim Bank	02/ 981 84 42	IAS 1

Emilia Tzankova	Expert, Strategic Planning, Analysis and Organization, Biochim Bank	02/ 926 92 63	RM
Emilia Stoyanova	Branch Manager, Raiffeisenbank	087/ 302 740	BOM 3
Etleva Skendaj	Economist, Savings Bank of Albania	00355/ 436 14 57	FOREX 2
Eva Yavorska	Accountant - Cashier, Hall I - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Evgeni Georgiev	Branch Manager, Unionbank, Pazardjik Representative Office	034/ 44 83 43	BOM 3
Evgeniya Gencheva	Expert, Corporate Banking, Bulgarian Post Bank	02/ 963 28 71	PLM
Evgeniya Dimitrova	Specialist, Bank Operations, Front Office - Blagoevgrad, First Investment Bank	073/ 8 22 93	CS 3
Evgeny Atanasov	Expert, Corporate Banking, Bulgarian Post Bank	02/ 952 39 24	SME
Fany Kitipova	Inspector, Population Division, DSK Bank, Plovdiv Regional Branch	032/ 23 63 51	CS 3
Filka Domuschieva	Front Desk Officer, Procredit Bank, Plovdiv Branch	032/ 904 088	CS-PrB
Filka Simeonova	Branch Manager, Biochim Bank, Pernik Branch	0488/ 49 318	BOM - BB
Galena Slavova	Manager, International Relations, International Banking Institute	02/ 988 30 93	PF
Galia Dimitrova	Branch Manager, Commercial Bank Bulgaria - Invest, Varna Branch	052/ 63 31 35	BOM 2
Galina Andonova	Inspector, Internal Control, Neftinvest Bank	02/ 380 51 41/14	IA 2
Galina Ditcheva	Treasury Administrator, BACB	02/ 965 83 55	CS-BACB
Galina Shoutova	Credit Specialist, United Bulgarian Bank, Varna Branch	052/ 60 28 56	CMS - Varna
Galina Stoicheva	Credit Officer, SG Expressbank, Varna	052/ 66 00 (ext. 458)	CMS - Varna
Galya Fileva	Front Desk Officer, Procredit Bank, Pleven Branch	064/ 2 27 41	CS-PrB
Ganka Dragostinova	Head of Business Clients Division, DSK Bank, Dobrich Regional Branch	058/ 2 21 26	RM
Genka Dimitrova	Expert, Customer Service, Procredit Bank	02/ 921 71 95; 087/ 344 079	CS-PrB
Genoveva Kostadinova	Specialist, Front Office, DSK Bank, Blagoevgrad Regional Branch	058/ 2 45 46; 3 73 98	CS 2
Gentjana Kollazi	Risk Management Officer, Savings Bank of Albania	00355/ 422 35 87	FOREX 2
George Kissov	Head, Treasury Division, Commercial Bank Bulgaria - Invest	02/ 981 53 85	BankExec
George Stinis	Head, Credit Department, National Bank of Greece	02/ 981 13 72	CMS
Georgi Belovski	Head, International Relations Department, Municipal Bank	02/ 980 53 28	PF
Georgi Georgiev	Head of Section, Investment Credits, DSK Bank	02/ 939 12 08	MOFS
Georgi Georgiev	Loan Officer, Procredit Bank, Haskovo Branch	038/ 66 42 61	CS-PrB
Georgi Melev	Director of Subdivision, DSK Bank, Assenovgrad Branch	0331/ 2 27 24	CS 3
Georgi Sotirov	Branch Manager, Biochim Bank, Doupnitsa Branch	0701/ 2 57 00; 0488/ 49 316	BOM - BB
Gerasim Georgiev	Chief Director, Branch Office, DSK Bank, Pleven Regional Branch	0650/ 20 56	MOFS
Gergana Alovska	Director, Branch Unit Department, DSK Bank (currently at Hebros Bank)	02/ 926 05 00	MCBO
Gergana Georgieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 84	CS - FIB
Gergana Milanova	Financial Expert, Kaolin Plc.	02/ 980 07 28	SP
Gergana Velkova	Loan Officer, Procredit Bank, Bourgas Branch	087/ 367 816	CS-PrB
Ginko Alizotov	Branch Manager, Bulgarian Post Bank, Plovdiv Branch	032/ 26 50 60	BOM - BPB
Gocho Petkov	Branch Manager, Biochim Bank, Harmanli Branch	0373/ 26 04	BOM -BB
Grigoriy Ananiev	Trainee, Treasury Department, Raiffeisenbank	02/ 9198 5225	FOREX 1
Hrabrin Ivanchev	Dealer, Capital Markets, Commercial Bank of Greece	02/ 917 17 11	FOREX 1

Hristiana Gancheva	Specialist, Bank Operations, Front Office - Varna, First Investment Bank	052/ 66 26 06	CS 2
Hristina Kabakova	Accountant, Biochim Bank, Plovdiv Branch	032/ 63 20 46	CS 3
Hristina Nikolova	Chief Accountant, Central Cooperative Bank	02/ 980 43 85	IAS 1
Hristina Philipova	Procurator, Economic and Investment Bank	02/ 981 17 47	IAS 2
Hristina Vladimirova	Director, HR Management Directorate, Neftinvestbank	02/ 930 51 47	HRM
Hristo Dichovski	Head, Internal Audit, DSK Bank	02/ 987 37 15	IA 1
Hristo Hristov	Chief Expert, Specialized Systems, Biochim Bank	02/ 73 49 45	BC
Hristo Hristov	Expert, Credit Transactions, Biochim Bank	02/ 926 95 04; 087/ 857 810	SME
Hristo Hristov	Expert, Credit Transactions, Biochim Bank	02/ 926 95 04	CMS - BB
Hristo Kyossev	Head, Internal Control, Hebros Bank	032/ 58 27 61	IA 1
Hristo Tanchev	Portfolio Manager, Issue Department, BNB	02/ 9145 724	FOREX 2
Ilian Georgiev	Head, Credit Division, Economic and Investment Bank	02/ 9850 0116	REF
Ilian Zafirov	Head, International Operations Division, Corporate Commercial Bank	02/ 981 17 57	TOT 1
Ilina Boyuklieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 80	CS - FIB
Iliya Kirchev	Branch Manager, Commercial Bank Bulgaria - Invest, Plovdiv Branch	032/ 62 62 30; 048/ 818 167	CS - Bul-Inv
Iliya Kostadinov	Branch Manager, Biochim Bank, Sandanski Branch	088/ 952 567	CMS - BB
Iliya Kostadinov	Branch Manager, Biochim Bank, Sandanski Branch	088/ 952 567	BOM - BB
Iliya Stoilov	Credit Specialist, Unionbank, Rousse	082/ 27 10 51	CMS - Varna
Ilonka Trichkova	Specialist, Bank Operations, Front Office - Plovdiv, First Investment Bank	032/ 87 06 82	CS 2
Ira Nakova	PR Coordinator, BACB	02/ 946 01 19 (ext. 220)	CS - BACB
Ira Zlatanova	Director, International Operations Division, First East International Bank	02/ 943 38 76	FIA
Irena Sinkova	Director of Bank Regulations Department, DSK Bank	02/ 981 88 47	BR
Irina Ninova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 932 70 76	CS - FIB
Irina Serafimova	Chief Expert, Planning, Analyses and Methodology Division, CB Bulgaria-Invest	02/ 987 16 42	BR
Irina Vankova	Front Desk Officer, Procredit Bank	02/ 921 71 96	CS-PrB
Iva Assenova	Accountant - Cashier, Hall I - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Iva Bojdermenova	Customer Service Specialist, BACB, Bourgas Branch	056/ 84 20 61	CS - BACB
Iva Ivanova	Loan Officer, Procredit Bank, Haskovo Branch	038/ 66 42 61	CS-PrB
Iva Radichkova	General Director, Markets and Investments, Biochim Bank	02/ 926 92 07	RM
Iva Valkova	Expert, Credit Department, Encouragement Bank	02/ 987 32 32	CMS
Iva Valkova	Head, Credit Methodology Division, Commercial Bank Bulgaria - Invest	02/ 987 06 51	REF
Ivailo Bachvarov	Expert, Accounting Methodology, Bulbank	02/ 9841 2764	IAS 2
Ivailo Ivanov	Expert, Internal Control, SG Expressbank	052/ 66 00 (ext. 545)	IA 2
Ivailo Ivanov	Expert, Internal Control, SG Expressbank	052/ 66 00 (ext. 545)	IAS 2
Ivailo Ivanov	Branch Manager, Biochim Bank, Rousse Regional Branch	082/ 82 20 07	BOM - BB
Ivailo Sahakyan	Head, Customer Service, DSK Bank	02/ 9855 7197	CMS - Varna
Ivan Dakov	Branch Manager, Unionbank, Sofia Branch	02/ 932 00 10	BOM 3

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Ivan Georgiev	Expert, Organization Directorate, DSK Bank	02/ 939 11 38	MCBO
Ivan Handjiev	Expert, International Relations Department, Municipal Bank	02/ 930 01 95	PF
Ivan Hinchovski	Branch Manager, Bulgarian Post Bank, Vratsa Branch	092/ 6 01 02	BOM - BPB
Ivan Hristov	Manager, Raiffeisenbank, Sliven	044/ 2 31 35	CMS - Varna
Ivan Hristov	Head of Business Clients Division, DSK Bank	02/ 939 11 28	RM
Ivan Kissiov	Head, Credit Risk Management, DSK Bank	02/ 981 31 21	CMS
Ivan Kissiov	Head of Risk Division, DSK Bank	02/ 981 31 21	RM
Ivan Kissiov	Head of Credit Limits Section, DSK Bank	02/ 981 31 21; 939 12 04	BR
Ivan Kissiov	Chief Expert, Credit Risk Directorate, DSK Bank	02/ 981 31 21	REF
Ivan Marinov	Branch Manager, Unionbank, Shoumen Branch	054/ 831 015	BOM 2
Ivan Lulov	Investment Analyst, BACB	02/ 965 83 61	CS - BACB
Ivan Nikolov	Branch Manager, First East International Bank, Targovishte Branch	0601/ 2 65 36	BOM 1
Ivan Paligorov	Associate Professor, University if Forestry	02/ 68 08 04	TOT Adv
Ivan Penev	Specialist, Lending Department, Biochim Bank, Stara Zagora Branch	042/ 3 82 73; 042/ 4 00 76	CMS - BB
Ivan Radev	Manager, DSK Bank, Medical Academy Representative Office, Battenberg - Sofia Regional	02/ 930 36 88	MCBO - DSK
Ivan Spasov	Deputy Branch Manager, Biochim Bank, Blagoevgrad Regional Branch	073/ 2 62 79; 0489/ 53 177	CMS - BB
Ivan Spasov	Branch Manager, Biochim Bank, Blagoevgrad Regional Branch	073/ 2 62 79; 0489/ 53 177	BOM - BB
Ivan Stoev	Chief Accountant, National Bank of Greece	02/ 981 50 10	IAS 1
Ivan Stoyanov	Senior Legal Adviser, BNB	02/ 9145 1573	TOT3
Ivan Tabackoff	Director of Market Research, Marketing Department, DSK Bank	02/ 930 87 70	MOFS
Ivan Vuchkov	Senior Inspector, Internal Control, Biochim Bank	02/ 987 07 76	RM
Ivanka Dimova	Expert, Branch Network and Economic Issues, DSK Bank, Kaloyan District Branch	02/ 930 87 44	CS 2
Ivanka Galtandjieva	Chief Accountant, DSK Bank, Yambol Regional Branch	046/ 6 19 45	MCBO - DSK
Ivanka Naidenova	Branch Manager, Bulgarian Post Bank, Svishtov Branch	048/ 813 867	BOM - BPB
Ivanka Tarpanova	Front Desk Officer, Procredit Bank, Plovdiv Branch	032/ 904 088	CS-PrB
Ivelina Petkova	Loan Officer, Procredit Bank, Plovdiv Branch	032/ 904 091	CS-PrB
Ivka Dicheva	Head, Internal Control, Bulgarian Post Bank	02/ 980 18 40	IA 1
Ivka Dicheva	Head, Internal Control, Bulgarian Post Bank	02/ 980 18 40	IAS 1
Ivka Dicheva	Head, Internal Control, Bulgarian Post Bank	02/ 980 18 40	BankExec
Ivo Hadjilarski	Chief Expert, SG Expressbank, Varna	052/ 60 27 45	CMS - Varna
Ivo Karaivanov	Director of Subdivision, DSK Bank, Plovdiv Regional Branch	032/ 60 85 00	CS 3
Ivo Petrov	Specialist, New Products Development and Sales Section, United Bulgarian Bank	02/ 9854 2381	MOFS
Ivo Vladkov	Loan Officer, Bulgarian Post Bank	02/ 963 21 04 (ext. 350)	SME
Jasmina Uzunova	Operations Manager, Piraeus Bank, Sofia Branch	02/ 980 37 11	CS 1
Jolina Ditcheva	Loan Officer, Procredit Bank	02/ 921 71 21	CS-PrB
Jorg Hurter	Expert, Risk Management, Hypovereinsbank	02/ 932 01 70	CMS
Julia Argirova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 81	CS - FIB

Krassimira Georgieva	Bank Inspector, DSK Bank, Kyustendil	078/ 2 44 67	CMS
Krassimira Hristova	Manager, Financial Control and Accounting, Raiffeisenbank	02/ 9198 5420	IAS 1
Krassimira Ignatova	Credit Officer, Bulbank	02/ 9841 2795	CMS
Krastina Georgieva	Deputy Chief Accountant, Hebros Bank	032/ 903 617	RM
Kremlina Pirgozlieva	Accountant - Supervisor, Bulgarian Post Bank	02/ 963 21 04 (ext. 384)	TOT 1
Kremlina Pirgozlieva	Accountant - Supervisor, VIP Hall - Sofia City Branch, Bulgarian Post Bank	02/ 963 21 04 (ext. 384)	CS - BPB
Kristina Staykova	Credit Officer, Corporate Banking, DSK Bank	02/ 939 11 53	SME
Krum Yanev	Specialist, Back Office, Raiffeisenbank	02/ 9198 5217	FOREX 2
Lalka Angelova	Head, Credit Adminstration Department, Bulbank	02/ 9841 2295	PLM
Latinka Koleva	Dealer, Treasury, United Bulgarian Bank	02/ 9854 2436	FOREX 2
Lena Boyadjieva	Chief Expert, Customer Relationship Management, Biochim Bank, Shoumen Branch	054/ 83 02 26; 087/ 209 788	CMS - BB
Lidiya Apostolova	Chief Expert, Credit Transactions, Biochim Bank	02/ 926 93 66	CMS - BB
Lidiya Petkova	Expert, Accounting and Control, Biochim Bank	02/ 926 94 18	IAS 1
Lilia Dilkova	Chief Director, DSK Bank, Kaloyan District Branch	02/ 980 50 75	MOFS
Lilia Dilkova	Chief Director, DSK Bank, Kaloyan District Branch	02/ 980 50 75	RM
Liliya Arbova	Expert, Accounting Methodology, Biochim Bank	02/ 926 94 89	IAS 2
Lilly Raicheva	Branch Manager, Biochim Bank, Sredets Branch	02/ 981 94 13	BOM - BB
Lilyana Ivanova	Chief Accountant, Tokuda Credit Express Bank	02/ 981 25 43	IAS 1
Lilyana Lozanova	Deputy Chief Accountant, BNB	02/ 9145 1681	IAS 1
Lilyana Stefanova	Credit Officer, Bulbank	02/ 9841 2268	CMS
Liuben Liubenov	Chief Expert, Banking Department, Deposit Insurance Fund	02/ 980 14 38	IAS 2
Liuben Liubenov	Chief Expert, Bank Analysis, Deposit Insurance Fund	02/ 988 82 07; 981 79 83	BR
Luben Serafimov	Loan Officer, Bulgarian Post Bank	02/ 963 16 96	SME
Ludmila Simeonova	Credit Officer, Retail Banking, DSK Bank	02/ 981 34 29	SME
Ludmila Videnova	Senior Pension Public Educatin Expert, CARANA - Pension Fund	02/ 951 51 08; 048/ 809 527	CS 1
Ludmila Videnova	Senior Pension Public Educatin Expert, CARANA - Pension Fund	02/ 951 51 08; 048/ 809 527	TOT 1
Lyubomir Georgiev	Head, Internal Control, Tokuda Credit Express Bank	02/ 981 01 67	IA 2
Lyubomir Georgiev	Head, Internal Control, Tokuda Credit Express Bank	02/ 981 01 67	TOT 1
Lyubomir Stamenov	Manager, DSK Bank, Ivan Vazov Representative Office, Battenberg Reg. Branch	02/ 952 64 49	MCBO - DSK
Lyubomir Tushanov	Chief Expert, Cash Risk, Issue Department, BNB	02/ 9145 1508/1598	RM
Lyubomira Maslarova	Expert, Internal Audit, Bulgarian Post Bank	02/ 980 18 60; 980 14 44	IA 2
Lyudmil Georgiev	Director, First East International Bank, Kardjali Branch	0361/ 2 66 68	CS 2
Lyudmila Taoushanova	Branch Manager, Biochim Bank, Svilengrad Branch	0379/ 7 15 63	BOM - BB
Magdalena Denkova	Chief Expert, Bank Analysis, Deposit Insurance Fund	02/ 988 82 07; 981 79 83	BR
Magdalena Denkova	Chief Expert, Bank Analysis, Deposit Insurance Fund	02/ 981 79 83	SP
Magdalena Encheva	Receptionist, BACB	02/ 965 83 00	CS - BACB
Magdalena Ilieva	Inspector, Credit Department, DSK Bank, Kyustendil Branch	078/ 2 95 56; 2 64 24	PLM
Magdalena Parlakchieva	Branch Manager, Bulgarian Post Bank, Shoumen Branch	054/ 93 00 30	BOM 1

Malda LaFarge	Certified Real Estate Agent, Long Foster	02/ 967 29 72	REF
Malina Djekova	Recruitment and Training Director, Allianz Bulgaria Holding	02/ 981 49 66; 088/ 743 093	TOT 3
Malina Djekova	Training Manager, HR Department, Allianz Bulgaria Holding	02/ 981 49 66	CS - Bul-Inv
Malina Ivanova	Senior Supervisor, Internal Control, BNB	02/ 9145 2516	IA 1
Margarita Atanassova	Asssociate Professor, University of National and World Bank	088/ 232 293	TOT 2
Margarita Atanassova	Asssociate Professor, University of National and World Bank	088/ 232 293	HRM
Margarita Boteva	Expert, Problem Loans, Biochim Bank	02/ 926 92 15	PLM
Margarita Chakalska	Chief Expert, Sale of Services Department, Commercial Bank Bulgaria-Invest	02/ 980 73 24	CS 1
Margarita Chakalska	Chief Expert, Sale of Services Department, Commercial Bank Bulgaria-Invest	02/ 980 73 24	BankExec
Margarita Chakalska	Chief Expert, Sale of Services Department, Commercial Bank Bulgaria-Invest	02/ 988 54 88/22	BC
Margarita Gospodinova	Expert, Lending Department, Biochim Bank, Yambol Branch	046/ 6 29 19	CMS - BB
Margarita Lyubenova	Chief Expert, Information Technologies, DSK Bank	02/ 939 11 32	MCBO - DSK
Margarita Petkova	Credit Officer, United Bulgarian Bank, Dobrich Branch	058/ 4 23 97	CMS - Varna
Margarita Petrova - Karidi	Manager, Piraeus Bank, Sofia Branch	02/ 980 56 54/74	MCBO
Margarita Prandjeva	Chief Inspector, Supervision Policy and Methodology, BNB	02/ 9145 2118	RM
Margarita Prandjeva	Chief Inspector, Supervision Policy and Methodology, BNB	02/ 9145 2118	FOREX 1
Margarita Prandjeva	Chief Inspector, Supervision Policy and Methodology, BNB	02/ 9145 2118	REF
Margarita Truikova	Director, DSK Bank, Vidin Regional Branch	094/ 2 32 02	MOFS
Margarita Vassileva	Expert, Procedures and Internal Bank Instructions Division, Bulgarian Post Bank	02/ 963 12 11	MCBO
Maria Blaikova	Branch Manager, Bulgarian Post Bank, Veliko Tarnovo Branch	062/ 62 00 67	BOM - BPB
Maria Dinkova	Loan Officer, Procredit Bank, Stara Zagora Branch	042/ 60 40 50	CS-PrB
Maria Drumeva	Specialist, Customer Service Section, Raiffeisenbank	02/ 9198 5715	CS 1
Maria Gineva	Branch Manager, Bulgarian Post Bank, Pazardjik Branch	034/ 44 61 81; 048/ 975 215	BOM - BPB
Maria Illeva	Head, Private Banking, BNP Paribas	02/ 988 12 11	MOFS
Maria Nacheva	Expert, Economic Issues and Branch Network, DSK Bank, Plovdiv Regional Branch	032/ 63 28 50	MCBO - DSK
Maria Koeva	Head, Personnel Recruitment, Training and Development, Unionbank	02/ 988 46 39; 980 23 74	TOT 2
Maria Koteva	Head, Internal Control, Central Cooperative Bank	032/ 926 66 22	IA 1
Maria Murdjeva	Customer Service Specialist, BACB, Plovdiv Branch	032/ 62 94 51	CS - BACB
Maria Ninova	Accountant, Front Office, Procredit Bank	02/ 921 71 45	CS-PrB
Maria Popova	Specialist, Bank Operations, Front Office - Bourgas, First Investment Bank	056/ 800 138/139	CS 2
Maria Rakadjiiska	Accountant, Corporate Accounts - Sofia Region Branch, Bulgarian Post Bank		CS - BPB
Maria Stankova	Product Development Expert, SME Team, Hebros Bank, Corporate Office - Sofia	02/ 926 05 00	SME
Maria Trendafilova	Accountant, Commercial Bank Bulgaria - Invest, Rousse Branch	048/ 763 407	CS - Bul-Inv
Maria Voynikova	Branch Manager, Bulgarian Post Bank, Sofia City Branch	062/ 951 68 40	BOM - BPB
Mariana Argirova	Branch Manager, Hebros Bank, Assenovgrad Branch	0331/ 2 91 66	BOM 2
Mariana Draganova	Branch Manager, Biochim Bank, Karlovo Branch	0335/ 57 23	BOM -BB
Mariana Durankeva	Expert, Internal Control, Biochim Bank	02/ 987 19 80	IA 1
Mariana Hristova	Head, Financial Department, Bulgarian Post Bank	02/ 963 40 66	IAS 1

Mariana Ivanova	Chief Expert, Customer Service, Biochim Bank	052/ 22 57 44	CMS - Varna
Mariana Kazakova	Head, Back Office, First East International Bank	02/ 963 29 28	BC
Mariana Stankulova	Accountant, Commercial Bank Bulgaria - Invest, Knyaginya Maria Louisa Branch	02/ 921 55 13	CS - Bul-Inv
Mariana Velcheva	Head of Customer Service, Procredit Bank	02/ 921 71 60	CS-PrB
Mariela Bratanova	Expert, Information and Analyses, First East International Bank	02/ 963 47 54	FIA
Marieta Vacheva	Chief Accountant, ING Bank	02/ 917 65 55	IAS 2
Marii Kosev	Investment Officer, BACB	052/946 01 19	REF
Marin Shoshkov	Senior Manager, Correspondent Banking, Demirbank	02/ 989 44 44 (ext. 114)	FOREX 2
Marina Bakardjieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 946 57 38	CS - FIB
Marina Yotovska	Inspector, Population Division, DSK Bank, Moskovska District Branch	02/ 32 61 10	CS 2
Mariola Zheleva	Chief Expert, Back Office, Municipal Bank	02/ 930 02 14	FOREX 1
Mariyana Petrova	Investment Operations Manager, Deposit Insurance Fund	02/ 981 37 80	FOREX 1
Maya Georgieva	Accounting Department, DSK Bank	02/ 939 11 78	RM
Maya Georgieva	Expert, Sales and Distribution Network, State Insurance Institute	088/ 253 247	TOT 1
Maya Rousseva	Head, Customer Service, BNP Paribas	02/ 980 12 37 (ext. 300)	CS 2
Maya Rousseva	Head, Customer Service, BNP Paribas	02/ 980 12 37 (ext. 300)	BC
Maya Vassileva	Head, Internal Audit, Encouragement Bank	02/ 988 17 66	IA 1
Miglena Miteva	Front Desk Officer, Procredit Bank, Varna Branch	052/ 610 703	CS-PrB
Miglena Velcheva	Expert, Credit Administration, Hebros Bank, Regional Centre Iztok	052/ 602 683	SME
Mihail Petkov	Expert, Electronic Payment Systems, Bulgarian Post Bank	02/ 963 16 49	BC
Mikheil Murtskhvalabze	Financial Risk Analyst, TBC Bank - Georgia	099 599/ 53 69 27	RM
Mila Marechkova	Expert, Economic Analyses Department, Bulgarian Chamber of Commerce and Industry	02/ 987 26 31 (ext. 119)	TOT 1
Mila Vassileva	Customer Service Officer, Piraeus Bank, Plovdiv Branch	032/ 62 78 41-45	CS 3
Milan Drandarov	Senior Manager, Documentary Payments, International Bank Operations, Biochim Bank	088/ 818 945	TOT 3
Milcho Gyoshkov	Branch Manager, Bulgarian Post Bank, Kyustendil Branch	078/ 2 60 57	BOM - BPB
Milen Chanov	Loan Officer, Procredit Bank, Bourgas Branch	048/ 956 412	CS-PrB
Milen Stefanov	Loan Officer, Procredit Bank, Pleven Branch	098/ 525 527	CS-PrB
Milena Boteva	Specialist, Corporate Clients, Hebros Bank, Varna Branch	052/ 23 10 22	SME
Milena Gyoshkova	Chief Expert, Problem Loans, DSK Bank	02/ 9855 7107	CMS - Varna
Milena Iotzova	Loan Officer, Mortgage Finance Division, BACB	02/ 965 83 05	REF
Milena Kabaivanova	Chief Expert, United Bulgarian Bank	02/ 9854 2318	CMS
Milena Peneva	Lawyer, Deputy HR Manager, Raiffeisenbank	02/ 9198 5861	HRM
Milena Vaneva	Lawyer, Legal Department, Raiffeisenbank	02/ 9198 5615	PLM
Mimi Kassabova	Head, Lending Department, Biochim Bank, Europe Branch	02/ 986 55 09	CMS - BB
Mimoza Ponari	Risk Management Officer, Savings Bank of Albania	00355/ 422 35 87	FOREX 2
Minka Gancheva	Chief Accountant, DSK Bank, Stara Zagora Regional Branch	042/ 60 13 50	MCBO - DSK
Minka Komanova	Branch Manager, Biochim Bank, Plovdiv Branch	032/ 63 12 79	BOM 1
Minka Komanova	Head, Lending Department, Biochim Bank, Plovdiv Regional Branch	032/ 63 12 79; 088/ 341 997	CMS - BB

Mira Simeonova	Specialist, Bank Operations, Front Office, First Investment Bank	088/ 435 921	CS - FIB
Miroslav Kolev	Loan Officer, Procredit Bank, Bourgas Branch	087/ 917 563	CS-PrB
Miroslav Trifonov	Loan Officer, Procredit Bank, Pleven Branch	048/ 796 913	CS-PrB
Miroslav Velikov	Dealer, Treasury and Investment Department, Raiffeisenbank	02/ 9198 5453	FOREX 1
Mitko Andreev	Branch Manager, First East International Bank, Petrich Branch	0745/ 2 32 56	BOM 1
Momchil Akimov	Branch Manager, Biochim Bank, Pleven Regional Branch	088/ 778 777	BOM - BB
Nadejda Savova	Trainer, New Bulgarian University	088/ 345 338	TOT 3
Nadejda Savova	Trainer, New Bulgarian University	088/ 345 338	TOT Adv
Nadezhda Karnobatlova	Cashier, Procredit Bank	098/ 46 20 13	CS-PrB
Nadezhda Mihailova	Credit Officer, Raiffeisenbank	02/ 9198 5135	CMS
Nadezhda Zareva	Expert, Credit Transactions, Biochim Bank	02/ 926 93 23	REF
Nadia Aleksandrova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 82; 088/ 967 353	CS - FIB
Nadka Zlateva	Branch Manager, Biochim Bank, Samokov Branch	0722/ 2 50 66	BOM - BB
Nadya Cherneva	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 988 03 20	FIA
Nadya Ivanova	Expert, Back Office, BNP Paribas	02/ 980 12 37 (ext.305)	FOREX 1
Nadya Kemalova	Senior Loan Officer, Procredit Bank, Plovdiv Branch	048/ 783 416	CS-PrB
Nanko Ivanov	Chief Expert, Securities and Investments, First East International Bank	087/ 34 80 15	FOREX 2
Nasko Terziiski	Corporate Officer, Piraeus Bank, Plovdiv Branch	032/ 62 78 41-45	CS 3
Natalia Keserova	Receptionsist, BACB	02/ 965 83 00	CS - BACB
Natalina Tsankova	Senior Inspector, On Site Supervision Directorate, Bank Supervision Department, BNB	02/ 9145 2414; 088/ 308 678	RM
Natasha Alexandrova	Head of Section, Strategic Planning Department, DSK Bank	02/ 980 39 27	MOFS
Nedelcho Vassilev	Branch Manager, First East International Bank, Dobrich Branch	058/ 4 63 83	BOM 1
Nedelina Todorova	Chief Expert, Asset Management, Commercial Bank Bulgaria - Invest	02/ 980 73 24	RM
Neli Stoyanova	Relationship Manager, BACB	02/ 965 83 75	CS - BACB
Nelly Kuneva	Specialist, Software Systems, Raiffeisenbank	02/ 9198 5313	IAS 2
Nelly Pavlova	Administrative Assistant, First Investment Bank	02/ 910 01 00	CS - FIB
Nelly Velikova	Loan Officer, Procredit Bank, Varna Branch	088/ 771 589	CS-PrB
Nevena Deleva	Chief Accountant, Piraeus Bank	02/ 980 56 54	IAS 2
Nevena Dimitrova	Specialist, Bank Operations, Front Office - Sofia, First Investment Bank	02/ 981 80 73	CS 3
Nezabravko Salev	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 987 37 14	FOREX 2
Nicolai Nenchov	Branch Manager, Biochim Bank, Kazanlak Branch	0431/ 2 42 21	BOM -BB
Nikola Dimitrov	Director, Demirbank, Varna Branch	052/ 63 21 01	CS 2
Nikola Georgiev	Chief Expert, Retail Banking, Biochim Bank	02/ 980 10 75	CS 1
Nikolai Kitanov	Senior Analyst, Risk Control Division, Issue Department, BNB	02/ 981 93 17	RM
Nikolai Lalov	Deputy Chief Accountant, First East International Bank	02/ 980 80 70; 087/ 348 801	CS 2
Nikolay Borissov	Corporate Officer, Piraeus Bank, Sofia Branch	02/ 980 56 54	CS 1
Nikolay Chakalov	Head, Banking Control Systems, BNB	02/ 9145 2501	IAS 1
Nikolay Hristov	Bank Inspector, Business Clients, DSK Bank, Stara Zagora Regional Bank	088/ 43 28 41	TOT 2

Nikolay Lazarov	Legal Adviser, Economic and Investment Bank	02/ 9850 0218	REF
Nikolay Krusharski	Chief Expert, Planning Directorate, DSK Bank		SP
Nikolay Mihaylov	Head, New Products Development and Sales Section, United Bulgarian Bank	02/ 9854 2380	MOFS
Nikolay Mihaylov	Head, New Products Development and Sales Section, United Bulgarian Bank	02/ 9854 2380	REF
Nikolay Nikolov	Chief Expert, Credit Transactions, Biochim Bank	02/ 926 93 97	CMS - BB
Nikolay Todorov	Loan Officer, Procredit Bank	088/ 991 080	CS-PrB
Nikolina Tzekova	Branch Manager, Bulgarian Post Bank, Razgrad Branch	084/ 66 07 23	BOM - BPB
Nina Bakalova	Head, Lending Department, Biochim Bank, Bourgas Regional Branch	056/ 84 13 10	CMS - BB
Nina Petkova	Expert, Accounting, DSK Bank	02/ 939 11 36	BC
Nina Stefanova	Branch Manager, Eurobank, Mladost Branch	02/ 74 91 05	BOM 1
Nino Ninov	Branch Manager, Biochim Bank, Vratsa Branch	088/ 375 903	BOM - BB
Nivelina Ivanova	Head of Research, Economic Analyses and Planning, Municipal Bank	02/ 930 02 53; 088/ 876 420	RM
Nora Karadjova	Chief Expert, Risk Control Division, Bulgarian Post Bank	02/ 963 04 67	REF
Ognian Popov	Branch Manager, Bulgarian Post Bank, Sofia Region Branch	02/ 980 18 70	BOM - BPB
Ognian Yordanov	Manager, Corporate Banking, Commercial Bank of Greece	02/ 917 17 05	MCBO
Ognyan Grancharov	Senior Loan Analyst, Mortgage Finance Division, Bulgarian American Credit Bank	056/ 84 20 61	REF
Orlin Dachev	Head, Credit Portfolio Management, Biochim Bank	088/ 46 88 57	TOT 2
Orlin Markov	Expert, Risk Management, Hypovereinsbank	02/ 932 01 71	CMS
Orlin Milanov	Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2434	REF
Panayot Penchev	Branch Manager, Biochim Bank, Tsarevets Branch	02/ 946 14 84; 943 44 37	BOM - BB
Passinka Varadinova	Director, HR Management, Eurobank	02/ 969 07 10	HRM
Pavel Sokolov	Head, Treasury, National Bank of Greece	02/ 980 74 78	FOREX 2
Pavlin Petrov	Branch Manager, Hebros Bank, Veliko Tarnovo Branch	062/ 3 69 63	BOM 2
Pavlina Ivanova	Deputy Chief Accountant, Bulgarian Post Bank, Varna Branch	052/ 60 16 19	CS 2
Pelo Iordanov	Expert, Securities Division, Liquidity Department, First East International Bank	02/ 963 29 28	RM
Pencho Dimitrov	Branch Manager, Biochim Bank, Veliko Tarnovo Branch	087/ 949 243	BOM - BB
Penka Handjieva	Branch Manager, Bulgarian Post Bank, Dobrich Branch	058/ 2 25 00	BOM 1
Penka Karpuzova	Accountant, Commercial Bank Bulgaria - Invest, Bourgas Branch	056/ 84 23 36	CS - Bul-Inv
Penka Kirova	Specialist, Corporate Clients, Hebros Bank, Silistra Branch	086/ 820 748	SME
Penka Kratunova	Branch Manager, Hebros Bank, Bourgas Branch		BOM 2
Penka Mintcheva	Expert, Credit Administration, Hebros Bank, Regional Centre Sever	062/ 2 40 51	SME
Pepa Chitaliiska	Chief Accountant, Commercial Bank Bulgaria - Invest, Dimitrovgrad Branch	088/ 628 083	CS - Bul-Inv
Pepa Ignatova	Specialist, Bank Operations, Front Office - Lovech, First Investment Bank	068/ 4 10 17	CS 2
Pepa Tsakova	Branch Manager, Hebros Bank, Vitosha Branch	02/ 954 90 74	BOM 3
Pepina Miteva	Training Manager, SG Expressbank	088/ 731 444	TOT 3
Petar Slavov	Director, Bank Methodology Directorate, Eurobank (currently CEO of Procredit Bank)	02/ 921 71 05	MCBO
Peter Ignatiev	Specialist, Risk Management Directorate, United Bulgarian Bank	02/ 9854 2362	FIA
Peter Marinov	Branch Manager, Bulgarian Post Bank, Lovech Branch	068/ 2 44 94	BOM - BPB

Peter Mitev	Head, Commercial Operations Division, Biochim Bank, Kazanlak Branch	0431/ 6 34 89	CS 3
Peter Popov	Senior Inspector, Internal Control, Biochim Bank	02/ 987 07 76	IAS 2
Peter Rechev	Director, First East International Bank, Stara Zagora Branch	042/ 2 31 35	CS 2
Peter Solakov	Associate, Structured and Corporate Finance, BNP Paribas	02/ 921 85 22	PF
Peter Spassov	Head, Internal Control, DSK Bank	02/ 980 56 49	IA 2
Peter Stoyanov	Credit Officer, DSK Bank, Varna Branch	052/ 22 20 92	CMS - Varna
Petia Dimitrova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 00; 088/ 506 260	CS - FIB
Petia Pisarska	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 66 03 00; 088/ 871 934	CS - FIB
Petia Roussinova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 973 01 23	CS - FIB
Petia Zhivkova	Head, Liability Operations and Corporate Clients, Eurobank	02/ 62 49 27	CS 3
Petya Dimitrova	Chief Accountant, Commercial Bank Bulgaria - Invest, Sliven Branch	044/ 2 69 12	CS - Bul-Inv
Petya Iosifova	Customer Service Specialist, BACB	02/ 965 83 03; 956 53 28	CS - BACB
Petya Ivanova	Loan Officer, Procredit Bank, Varna Branch	088/ 789 906	CS-PrB
Petya Sotkova	Chief Accountant, DSK Bank, Pazardjik Regional Branch	034/ 40 06 03	MCBO - DSK
Plamen Itsov	Head, Internal Audit, Roseximbank	0489/ 81 435	IA 1
Plamena Keranova	Foreign Currency Expert, DSK Bank, Haskovo Branch	038/ 60 74 21	CS 3
Polina Dimcheva	Customer Service Specialist, Front Office, BACB	02/ 965 83 74	CS - BACB
Polina Koleva	Specialist, Marketing, Biocim Bank	02/ 980 91 39	BC
Polina Tsocheva	Branch Manager, Biochim Bank, Troyan Branch	0670/ 2 35 58; 087/ 954 057	BOM - BB
Radka Georgieva	Platform Officer, Piraeus Bank, Sofia Branch	02/ 980 56 54	BC
Radka Rassina	Head, Strategic Planning, Commercial Bank Bulgaria Invest	02/ 987 16 05	IAS 1
Radmila Stoynova	Training Manager, Hebros Bank	02/ 926 05 00	CS 2
Radoslav Ivanov	Manager, Financial Institutions and Trade Finance, Biochim Bank	02/ 926 95 30; 088/ 666 103	PF
Radoslav Mitov	Inspector, Internal Control Division, First East International Bank	02/ 980 00 95	BC
Radoslava Ivanova	Head, Domestic Currency Operations, Bulgarian Post Bank, Pazardjik Branch	034/ 44 31 25	CS 3
Radoslava Rangelova	Expert, First East International Bank	02/ 963 43 13	RM
Radostina Dimova	Expert, Internal Control, SG Expressbank	052/ 66 00 (ext. 543)	IA 2
Radostina Dimova	Expert, Internal Control, SG Expressbank	052/ 66 00 (ext. 543)	IAS 2
Ralitsa Nikolova	Branch Manager, Bulgarian Post Bank, Smolyan Branch	0301/ 2 86 62	BOM - BPB
Ralitsa Todorova	Expert, Strategic Planning Department, DSK Bank	02/ 980 39 27	MOFS
Ralitsa Zaharieva	Product Manager, Retail Banking, Hebros Bank	02/ 926 05 00	BC
Raya Ontsova	Chief Accounting Methodologist, BNB	02/ 9145 1944	IAS 1
Reny Peicheva	Chief Expert, Procredit Bank	088/ 310 724	CS-PrB
Rilka Alexandrova	Manager, Short-term Programs, International Banking Institute	02/ 980 60 87	HRM
Rilka Alexandrova	Manager, Short-term Programs, International Banking Institute	02/ 980 60 87	TOT 3
Rilka Koshutarska	Branch Manager, Commercial Bank Bulgaria - Invest, Doupnitsa Branch	087/ 874 825	CS - Bul-Inv
Rositsa Boncheva	Head, International Payments Department, Encouragement Bank	02/ 930 62 16	TOT Adv
Rositsa Hristeva	Head, Training and Development, Bulgarian Post Bank	02/ 963 21 04 (ext. 343)	TOT 1

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Snezhana Basheva	Auditor, Roseximbank	02/ 52 77 70	IAS 2
Snezhana Ivanova	Accountant - Cashier, Hall II - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Snezhana Stefanova	Head, Analyses and Projections Division, Corporate Commercial Bank	02/ 981 09 37	MCBO
Snezhana Stefanova	Head, Analyses and Projections Division, Corporate Commercial Bank	02/ 981 09 37	RM
Snezhana Stefanova	Head, Analyses and Projections Division, Corporate Commercial Bank	02/ 981 09 37	TOT 1
Snezhanka Deyanova	Deputy Chief Accountant, BNB	02/ 9145 1374	IAS 2
Snezhanka Popova	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 987 37 14	FOREX 2
Sonja Weiss	HR Manager, Allianz Bulgaria Holding	02/ 981 49 66	HRM
Staniela Dobreva-Ilieva	Financial Analyst, Mortgage Finance Division, BACB	032/ 62 94 53	REF
Stanilena Haralanova	Expert, Lending Department, Unionbank, Sliven Branch	044/ 66 28 05	BOM 3
Stanimir Stoyanov	Branch Manager, Biochim Bank, Sliven Branch	044/ 2 24 74	BOM - BB
Stanislav Stoev	Loan Analyst, BACB	02/ 965 83 08	CS - BACB
Stanislava Boyanova	Specialist, Risk Management Directorate, United Bulgarian Bank	02/ 9854 2366	FIA
Stanislava Ilieva	Accountant, Individual Accounts - Sofia Region Branch, Bulgarian Post Bank		CS - BPB
Stanislava Nikolova	Office Manager, BACB	02/ 965 83 45	CS - BACB
Stanka Anastasova	Customer Service Specialist, BACB	02/ 965 83 01	CS - BACB
Stefan Hadjiev	Manager, Internal Audit, Raiffeisenbank	02/ 9198 5631	IA 1
Stefan Hadjiev	Manager, Internal Audit, Raiffeisenbank	02/ 9198 5631	BR
Stefan Iliev	Branch Manager, Bulgarian Post Bank, Gabrovo Branch	066/ 3 30 00	BOM - BPB
Stefan Ivanov	Expert, Card Payments, Eurobank	02/ 62 47 87	BC
Stefan Stefanov	Head, Internal Control, Allianz Bulgaria Holding	02/ 980 57 14	IA 1
Stefan Trifonov	Expert, Risk Management, Raiffeisenbank	02/ 9198 5156	CMS
Stefka Georgieva	Chief Expert, Customer Service Strategies, Municipal Bank	02/ 930 02 46	CS 1
Stefka Hristova	Expert, PR and Promotional Activities, DSK Bank, Regional Branch Blagoevgrad		TOT 2
Stefka Lencheva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 980 30 79; 980 66 74	CS - FIB
Stefka Miteva	Chief Accountant, Commercial Bank Bulgaria - Invest	02/ 980 16 00	BOM 3
Stefka Stoyanova	Expert, Accounting Methodology, Biochim Bank	02/ 926 92 90	IAS 2
Stefka Vihrogonova	Treasury Operations Assistant, Demirbank	02/ 989 44 44 (ext. 119)	FOREX 2
Stela Dimitrova	Specialist, Bank Operations, Front Office - Stara Zagora, First Investment Bank	042/ 3 95 92	CS 3
Stela Toteva	Accountant - Cashier, VIP Hall - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Stillana Evlogieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 978 04 04	CS - FIB
Stoian Popov	Branch Manager, Biochim Bank, Shoumen Branch	054/ 4 70 22	BOM 1
Stoyan Kolev	Branch Manager, Eurobank, Bourgas Branch	056/ 84 09 89	BOM 1
Stoyan Kostov	Director, DSK Bank, Gorna Oryahovitsa Branch	0618/ 4 03 12; 088/ 748 331	MCBO - DSK
Stoyan Manolov	Director, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2300	BankExec
Stoyan Popov	Branch Manager, Biochim Bank, Shoumen Branch	054/ 4 70 22	BOM - BB
Stoyan Stefanov	Director, First East International Bank, Sliven Branch	044/ 3 70 41; 088/ 78 60 18	MOFS
Stoyan Stoykov	Account Manager, Commercial Bank of Greece	02/ 917 11 21	CS 1

Stoyka Andonova	Chief Teller, BACB	02/ 965 83 44	CS-BACB
Svetla Daskalova	Dealer, Treasury, Issue Department, BNB	02/ 9145 1383	FOREX 1
Svetla Mihailova	Inspector, Internal Control and Audit Directorate, DSK Bank	02/ 987 37 14	FOREX 2
Svetla Mitkova - Bakova	Executive Assistant to the CEO, United Bulgarian Bank	02/ 51 44 55	BankExec
Svetla Nikolova	Specialist, Bank Operations, Front Office - Stara Zagora, First Investment Bank	042/ 3 95 92	CS 2
Svetla Pargova	Expert, Human Resource Management	02/ 980 23 74	TOT 3
Svetla Stoyanova	Training Director, Institute of Marketing and Management	088/ 77 22 39	TOT 2
Svetla Suvandjieva	Chief Accountant, Deposit Insurance Fund	02/ 980 08 64	IAS 1
Svetla Zhelyazkova	Specialist, Corporate Banking, Bulgarian Post Bank	02/ 951 67 59	CMS - Varna
Svetlana Raykova	Documentation Specialist, BACB	02/ 965 83 09	CS - BACB
Svetlin Minev	Head of Business Clients Department, DSK Bank, Shoumen Regional Branch	088/ 358 505	RM
Svetlozara Sirakova	Expert, Bank Services, Procredit Bank	02/ 921 71 97	CS-PrB
Svetoslav Michev	Expert, Problem Loans, Biochim Bank	02/ 926 93 94	PLM
Svetoslav Michev	Expert, Credit Transactions, Biochim Bank	02/ 926 93 94	CMS - BB
Svilen Gabrovski	Senior Expert, Liability Operations and Branch Network, Municipal Bank	02/ 930 02 47	MOFS
Svilen Roussev	Director, DSK Bank, Devnya Branch	0519/ 33 40	CMS - Varna
Sylvia Stoyanova	Human Resource Officer, Piraeus Bank, Sofia Branch	02/ 980 56 54	HRM
Tania Boyagieva	Director, NEW I	02/ 981 60 47; 987 98 37	CS 1
Tania Hadjiiska	Head, Accounts Acquisition and Payments, DSK Bank, Blagoevgrad Regional Branch	073/ 2 42 36	MOFS
Tanya Bozoukova	Office Manager and Training Coordinator, KPMG Consulting/Barents Group	02/ 962 01 70; 087/ 209 950	HRM
Tanya Genova	Member of the Bulgarian HR Associaiton	088/ 686 776	TOT Adv
Tanya Stateva	Specialist, Branch Management Unit, Raiffeisenbank	02/ 9198 5124	BOM 3
Tanya Topalova	Accountant, VIP Hall - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Tatyana Dobreva	Expert, Accounting Methodology, Hebros Bank	032/ 56 25 79	BC
Tatyana Ivanova	Head of Marketing Department, SG Expressbank	052/ 66 00 (ext. 348)	MOFS
Tatyana Lukanova	Head, Population Division, DSK Bank	02/ 980 08 06	BC
Tatyana Mineva	Loan Officer, Procredit Bank	088/ 304 912	CS-PrB
Tatyana Pandelieva	Expert, Information Technologies, Neftinvestbank	02/ 930 51 57	BC
Teodor Palev	Chief Accountant, Commercial Bank of Greece	02/ 917 17 08	IAS 1
Teodora Ivanova	Expert, Retail Service Office, ING Bank	02/ 917 65 21	BC
Teodora Marinova	Specialist, Bank Operations, Front Office - Rousse, First Investment Bank	082/ 842 007	CS 2
Teodora Pesheva	Head, Customer Relationship Management, Commercial Bank of Greece	02/ 917 11 02	CMS
Teodora Prodanova	Expert, DSK Bank Academy, DSK Bank	02/ 980 96 75	RM
Teodora Prodanova	Expert, DSK Bank Academy, DSK Bank	02/ 980 96 75	FIA
Teodora Prodanova	Expert, HR Management, DSK Bank Academy, DSK Bank	02/ 980 96 75	MCBO - DSK
Teodora Radusheva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 910 01 86	CS - FIB
Tinka Ribarska	Chief Accountant, DSK Bank, Kaloyan - Sofia Regional Branch	02/ 930 67 43	MCBO - DSK
Todor Chanev	Branch Manager, Bulgarian Post Bank, Stara Zagora Branch	042/ 60 06 40	BOM - BPB

Todor Ganchev	Loan Officer, Procredit Bank, Pleven Branch	087/ 970 465	CS-PrB
Todor Hristoskov	Chief Accountant, Biochim Bank	02/ 926 93 50	IAS 1
Todor Manolov	Branch Manager, Bulgarian Post Bank, Pleven Branch	064/ 80 13 33	BOM - BPB
Todor Tafov	Auditor, Eurobank	02/ 969 05 09	FOREX 2
Todorka Dimitrova	Senior Expert, Analyses and Planning, Corporate Commercial Bank	02/ 937 66 42	SP
Tosho Stoyanov	Manager, Raiffeisenbank, Plovdiv	032/ 61 99 11	CMS - Varna
Tsenka Petkova	Manager, Branch Unit Department, Raiffeisenbank	02/ 9198 5122	CMS
Tsonka Vyagova	Chief Accountant, DSK Bank, Primorski Branch	052/ 30 34 34	CMS - Varna
Tsvetan Konyarski	HR Manager, Demirbank	02/ 989 44 44	HRM
Tsvetana Gancheva	Director, DSK Bank, Asparuhovski Branch	052/ 77 44 95	CMS - Varna
Tsvetana Kostova	Chief Accountant, Commercial Bank Bulgaria - Invest	02/ 981 66 08	IAS 1
Tsvetana Pavlova	Expert, Credit Administration, Hebros Bank, Head Office	032/ 90 38 16	SME
Tsvetanka Stankova	Head of Section, Strategic Planning Department, DSK Bank	02/ 980 39 27	MOFS
Tsvetanka Topchiiska	Expert, Business Clients, DSK Bank, Plovdiv Regional Branch	032/ 62 46 67	CS 3
Tsvetelina Gancheva	Credit Officer, Commercial Bank of Greece	02/ 917 11 66	PF
Tsvetelina Konstantinova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 932 70 70	CS - FIB
Tsvetelina Nankova	Supervisor, Back Office, Raiffeisenbank	02/ 9198 5225	FOREX 1
Tsvetelina Nankova	Supervisor, International Correspondent Banking, Raiffeisenbank	02/ 9198 5423	SP
Tsvetelina Yanakieva	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 981 02 85	CS - FIB
Tsvetomira Beshkova	Project Manager, NACHALA Cooperative	087/ 43 21 49	SME
Tzveta Braikova	Loan Officer, Procredit Bank, Plovdiv Branch	032/ 942 643	CS-PrB
Tzvetanka Bondakova	Chief Expert, HR Management Directorate, Biochim Bank	02/ 926 92 16	HRM
Tzvetanka Dimitrova	Expert, Economic Issues and Branch Network, DSK Bank, Moskovska - Sofia Regional Bran	02/ 944 51 07	MCBO - DSK
Tzvetelina Boshnakova	Consultant, Front Office, DSK Bank, Vratza Regional Branch	092/ 6 03 48	MCBO - DSK
Tzvetomir Petkov	Manager of Representative Office, DSK Bank, Pleven Regional Branch	0655/ 2 31 50	RM
Tzvetomir Todorov	Attorney at Law - Consulting BACB	02/ 965 83 46	CS - BACB
Tzanko Mitev	Branch Manager, Bulgarian Post Bank, Sliven Branch	044/ 66 29 71/52	BOM - BPB
Tzanko Tzankov	Psychotherapist, NPH "St. Ivan Rilski"	02/ 52 01 17; 088/ 498 547	TOT 3
Tzenko Tzenkov	Inspector, Internal Control, Biohim Bank	02/ 980 91 41; 987 85 41 (ext. 285)	IA 2
Tzonka Gergova	Senior Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2428	REF
Valentin Stanev	Loan Officer, Procredit Bank, Varna Branch	088/ 672 430	CS-PrB
Valentin Stoichkov	Senior Inspector, Internal Control, Biochim Bank	02/ 987 07 76	RM
Valentin Tsvetkov	Expert, Problem Loans, United Bulgarian Bank	02/ 9854 2315	PLM
Valentina Angelova	Specialist, Business Clients, DSK Bank, Moskovska	9855 7128	PLM
Valentina Encheva	Foreign Currency Accountant, Bulgarian Post Bank, Pazardjik Branch	034/ 2 53 02	CS 3
Valentina Ivanova	Cashier, Procredit Bank	02/ 921 71 64	CS-PrB
Valentina Monevska	Accountant - Supervisor, Hall II - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Valentina Toteva	Chief Expert, Hebros Bank, Head Office	032/ 90 26 42	BOM 2

Valentina Tsonkova	Inspector, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2325	FOREX 1
Valentina Tsonkova	Inspector, Off Site Supervision, Bank Supervision Department, BNB	02/ 9145 2325	FOREX 2
Valentina Tzvetanova	Loan Officer, Procredit Bank	088/ 360 345	CS-PrB
Valentina Velinova	Expert, Internal Audit, Bulgarian Post Bank	02/ 980 18 60	IA 1
Valentina Vesselinova	Inspector, IT, Internal Control and Audit, DSK Bank	02/ 980 03 20	BC
Valeri Marenski	Credit Officer, Eurobank	02/ 969 05 21	REF
Valeri Raykov	Head, Analyses Department, First East International Bank	02/ 963 47 54; 087/ 34 80 06	MOFS
Valeri Vassilev	Director, DSK Bank, Provadia Branch	0518/ 27 80; 048/ 95 95 31	CMS - Varna
Valeria Dineva	Head, Internal Control, First East International Bank	02/ 33 51 56/52	IA 2
Valia Valchanova	Chief Accountant, DSK Bank, Otechestvo Branch, Battenberg - Sofia Regional Branch	02/ 930 35 50	MCBO - DSK
Valya Tutunarova	Expert, Economic Issues and Branch Network, DSK Bank, Vidin Regional Branch	094/ 2 57 86	MCBO - DSK
Vangel Spirov	Legal Adviser, Biochim Bank	02/ 980 10 74	REF
Vanya Kaldasheva	Accountant - Supervisor, Bulgarian Post Bank, Plovdiv Branch	032/ 26 50 60	CS 3
Vanya Paunovska	Chief Accountant, BNB	02/ 980 13 33	IAS 1
Vasil Dzotsenidze	Deputy General Director, TBC Bank - Georgia	099 532/ 22 06 61	CS 2
Vasil Velchev	Branch Manager, Biochim Bank, Hemous Branch	02/ 943 18 18	BOM - BB
Vassil Cherpokov	Head, Correspondent Banking Division, Bulgarian Post Bank	02/ 963 36 44	FIA
Vassilka Koicheva	Head, Methodology and Analysis of Bank Regulations Division, DSK Bank	02/ 981 88 47	BankExec
Vassilka Radivcheva	Trainee, Treasury Department, Raiffeisenbank	02/ 44 05 67	FOREX 1
Vazha Beriashvili	Head of Marketing Department, TBC Bank - Georgia	099 532/ 22 06 61	MOFS
Velichka Dimitrova	Accountant, Commercial Bank Bulgaria - Invest, Dobrich Branch	058/ 600 476	CS - Bul-Inv
Veliko Donchev	Branch Manager, Biochim Bank, Svishtov Branch	0631/ 30 191	BOM - BB
Velimir Totev	Chief Expert, Lending Department, Biochim Bank, Veliko Tarnovo Branch	062/ 62 39 55; 088/ 844 343	CMS - BB
Velina Kostovska	Administrative Assistant, BACB	02/ 965 83 00	CS-BACB
Velislava Petrova	Head, Card Department, First East International Bank	02/ 943 42 23	BC
Veneta Kozhuharova	Accountant, Commercial Bank Bulgaria - Invest, Stara Zagora Branch	042/ 60 27 53	CS - Bul-Inv
Ventzeslav Ivanov	Specialist, Bank Cards, Raiffeisenbank	02/ 9198 5271	BC
Ventzislav Atanassov	Project Manager, Mak Consult Ltd.	088/ 896 905	PF
Vera Radeva	Chief Accountant, DSK Bank	02/ 981 16 49; 088/ 45 22 48	IAS 1
Vesa Damianova	Branch Manager, Biochim Bank, Vitosha Branch	02/ 987 83 02	BOM - BB
Vesela Asparuhova	Accountant, Commercial Bank Bulgaria - Invest, Kyustendil Branch	078/ 5 08 82	CS - Bul-Inv
Veselin Kochmarov	Director, First East International Bank, Gabrovo Branch	066/ 3 70 87	MOFS
Veselin Velikov	Branch Manager, Bulgarian Post Bank, Silistra Branch	086/ 820 338/575	BOM 1
Veselina Kostadinova	Loan Officer, Procredit Bank, Haskovo Branch	038/ 66 42 61	CS-PrB
Vessela Dimitrova	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 980 66 74	CS - FIB
Vessela Hristova	Senior Expert, Management Accounting Division, United Bulgarian Bank	02/ 9854 2637	BankExec
Vessela Vassileva	Expert, Accounting Department, Raiffeisenbank	02/ 9198 5412	IAS 2
Vesselin Bayramoff	Specialist, Bank Operations, Front Office, First Investment Bank	02/ 973 04 04	CS - FIB

Vesselin Grozdanov	Technical Expert, Credit Department, Raiffeisenbank	02/ 9198 5134	PLM
Vesselin Guergov	President, EUROPA - PI	088/ 548 888	CS 1
Vesselina Docheva	Deputy Chief Accountant, DSK Bank	02/ 980 89 01	IAS 2
Vesselina Ivanova	Expert, Back Office, Liquidity Department, Tokuda Credit Express Bank	02/ 980 33 00	FOREX 1
Vesselina Pavlova	Chief Accountant, DSK Bank, Veliko Tarnovo Regional Branch	062/ 62 34 18	MCBO - DSK
Vesselka Naidenova	Head, Procedures and Internal Bank Instructions Division, Bulgarian Post Bank	02/ 963 12 11	MCBO
Vesselka Tzoneva	Front Line Manager, Biochim Bank, Sliven Branch	044/ 2 50 65	CMS - BB
Victor Dakov	Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2429	FIA
Victor Rashev	Branch Manager, Unionbank, Blagoevgrad Representative Office	087/ 332 683	BOM 3
Violeta Kamcheva	Specialist, Bank Operations, Front Office - Sofia, First Investment Bank	02/ 910 01 95	CS 2
Violeta Takeva	Deputy Head, Internal Control, Hebros Bank	032/ 56 37 62	IA 1
Violeta Veleva	Administrative Assistant, First Investment Bank	02/ 910 01 00	CS - FIB
Vladimir Georgiev	Branch Manager, First East International Bank, Vidin Branch	087/ 34 80 30	BOM 1
Vladimir Milanov	Senior Inspector, On Site Supervision, Bank Supervision Department, BNB	02/ 9145 2424	FOREX 1
Vladimir Todorov	Branch Manager, Biochim Bank, Vidin Regional Branch	0489 75 841	BOM - BB
Yanaki Yanakiev	Chief Inspector, On Site Supervision Directorate, Bank Supervision Department, BNB	02/ 9145 2427	RM
Yani Vladikov	Chief Expert, Business Clients, DSK Bank, Moskovska District Branch	02/ 980 92 36	PLM
Yanka Nikolova	Expert, DSK Bank Academy, DSK Bank	02/ 939 12 03	TOT 2
Yanka Nikolova	Expert, Training and Development, DSK Bank Academy, DSK Bank	02/ 939 12 03; 981 33 35	MCBO - DSK
Yanka Nikolova	Expert, Training and Development, DSK Bank Academy, DSK Bank	02/ 939 12 03; 981 33 35	TOT Adv
Yanko Yankov	Branch Manager, Commercial Bank Bulgaria - Invest, Bourgas Branch	056/ 84 23 40	BOM 2
Yordan Budurov	Expert, Problem Loans, Biochim Bank	02/ 926 95 61	PLM
Yordan Budurov	Expert, Credit Transactions, Biochim Bank	02/ 926 95 61	CMS - BB
Yordan Chobanov	Branch Manager, Commercial Bank Bulgaria - Invest, Sliven Branch	044/ 2 68 25	BOM 2
Yordan Yordanov	Accountant, Commercial Bank Bulgaria - Invest, Shoumen Branch	087/ 80 20 03	CS - Bul-Inv
Yordanka Ignatova	Expert, Population Division, DSK Bank, Kaloyan District Branch	02/ 930 87 25	CS 2
Yordanka Chausheva	Accountant, VIP Hall - Sofia City Branch, Bulgarian Post Bank		CS - BPB
Yordanka Ivanova	Expert, Back Office, ING Bank	02/ 917 65 41	FOREX 1
Yordanka Ivanova	Expert, Customer Services, Procredit Bank, Haskovo Branch	038/ 66 42 63	CS-PrB
Yordanka Ushagelova	Head, Foreign Currency Division - Sofia Region Branch, Bulgarian Post Bank		CS - BPB
Yuri Stefanov	Director of Directorate, DSK Bank	02/ 939 11 02	BOM 3
Zahari Alipiev	Branch Manager, Hebros Bank, Betoven Branch	032/ 63 11 19	BOM 2
Zdravka Nenkova	Expert, Credit Department, Raiffeisenbank	02/ 9198 5146	CMS
Zdravka Hristova	Chief Expert, Marketing, Biochim Bank	02/ 926 95 49	CS 1
Zdravka Hristova	Chief Expert, Marketing, Biochim Bank	02/ 926 95 49	TOT 2
Zdravka Hristova	Chief Expert, Marketing, Biochim Bank	02/ 926 95 49; 980 91 93	TOT Adv
Zdravka Sivkova	Head, Credit Risk Management, DSK Bank	02/ 939 12 04; 981 31 21	RM
Zdravka Stoyanova	Documentation Specialist, BACB, Varna Branch	052/ 630 040	CS - BACB

Zdravko Tichev	Head, Security Division, DSK Bank	02/ 980 80 71	BC
Zhivka Ganeva	Course Coordinator, KPMG Consulting/Barents Group	02/ 943 40 15	CS - BACB
Zhivka Koleva	Specialist, Bank Operations, Front Office - Sofia, First Investment Bank	02/ 910 01 89	CS 2
Zlatka Dineva	Branch Manager, Hebros Bank, Panagyurishte Branch	0357/ 30 58	BOM 2
Zlatka Velikova	Branch Manager, Hebros Bank, Silistra Branch	086/ 820 743	BOM 2
Zornitsa Stefanova	Managing Director, Compass Ltd.	02/ 986 37 59	SP
Zornitsa Stefanova	Managing Director, Compass Ltd.	02/ 986 37 59	HRM
Zornitsa Stefanova	Managing Director, Compass Ltd.	02/ 986 37 59; 088/ 885 082	TOT 3
Zoya Traikova	Specialist, Bank Operations, Front Office - Plovdiv, First Investment Bank	032/ 67 06 63	CS 3
Zurab Pololikashvili	Branch Manager, TBC Bank - Georgia	099 599/ 91 09 09	BOM 1

CMS - Credit Management System - Varna
CMS - Credit Management System
PLM - Problem Loan Management
FOREX 1 - Foreign Exchange and International Financial Markets
IA 1 - Internal Audit 1
IAS 1 - International Accounting Standards
IA 2 - Internal Audit 2
IAS 2 - International Accounting Standards
CS 1 - Customer Service
MCBO - Managing Change in Bank Operations
BankExec - Bank Exec International
TOT 1 - Training of Trainers
BR - Bank Restructuring
BC - Bank Cards
MOFS - Marketing of Financial Services
CS - Customer Service - BPB
CS 2 - Customer Service - Varna
RM - Risk Management
TOT 2 - Training of Trainers
FIA - Financial Institutions Analysis

BOM 1 - Branch Office Management
CS 3 - Customer Service - Plovdiv
MCBO - Managing Change in Bank Operations - DSK
SP - Strategic Planning
REF - Real Estate Finance
HRM - Human Resource Management
CS - Customer Service - FIB
TOT 3 - Training of Trainers
TOT Adv - Training of Trainers - Advanced
CS - Customer Service - BACB
CS-PrB - Customer Service - Procredit Bank
BOM - Branch Office Management - BPB
FOREX 2 - Foreign Exchange Workshops
CMS - BB - Credit Management System - Biochim Bank
PF - Project Finance
SME Finance - Small and Medium Enterprise Finance
BOM - BB - Branch Office Management - Biochim Bank
BOM 2 - Branch Office Management - Bourgas
CS - Bul-Inv - Customer Service - CB "Bulgaria - Invest"
BOM 3 - Branch Office Management - Sofia

Appendix I

BILL K. CAMPBELL
Credit Administration/ Problem Loan Specialist

KEY QUALIFICATIONS

Mr. Campbell has more than 20 years of experience as a commercial and retail banker and trainer in the US. He has an extensive background in commercial lending and problem loan management, credit and financial training, staff development, and management in the US. Since 1994, Mr. Campbell has contracted through USAID to provide more than 45 training seminars and presentations to banking professionals throughout Central and Eastern Europe and the former Soviet Union. He has also peformed in-bank consulting assignments in Georgia and Armenia immediately upon completion of training courses, as well as developed and revised credit training materials for presentation in the NIS. Most recently, he has conducted credit training in Bosnia. Mr. Campbell has highly concentrated skills in:

- Commercial Lending
- Problem Loan Management
- Credit Training
- Management Training
- Training Program Design
- Branch Management

CAREER PROFILE

From 1994 to the present, Mr. Campbell has been an independent consultant/trainer, with the Barents Group LLC, University of Delaware, M.A.S. International, Central Asia American Enterprise Fund and the American Bankers Association. He has presented seminars in CEE and the NIS: Beginning Credit, Intermediate Credit, Problem Loan Management, BankExec, Commercial Bank Financial Management, Letters of Credit and Trade Finance, Cash Flow and Credit Structure, and Loan Portfolio Management. He has also performed in-bank consulting assignments in the NIS and developed and/or revised credit-related training materials for NIS bank training seminars.

Currently, Mr. Campbell is the Vice President and Manager of the Credit Training and Development Division for the Western Region of Bank One of Arizona. He maintains direct accountability for all facets of credit training for as many as 420 bank employees located in Arizona, Utah and Colorado. He has completely restructured the entire credit management training program, designed and integrated new training curriculum and materials for management and staff-level training programs, and served as an instructor for the Commercial Credit Training Program at Bank One Corporation in Columbus, Ohio.

As the Vice President/Manager of the Special Credits Division, Mr. Campbell oversaw, directed, and trained a staff of 22 professional and 20 administrative personnel within the Special Credits Division. He administered all loan and asset management functions of $360 million in criticized loans, up to 580 accounts and $215 million in charged off loans. Reduced criticized and classified debt by $165 million.

As Vice President, Special Credits Section Manager, he administered a $110 million non-accrual loan portfolio consisting of commercial, agricultural and real estate loans. He oversaw and directed activities of support staff; ensured compliance with all credit management policies and guidelines, and developed and administered annual operating budgets.

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BILL K. CAMPBELL

As Vice President/Manager of the Regional Commercial Loan Center, Mr. Campbell directed all credit management and administrative functions for a $55 million commercial and real estate portfolio, and oversaw credit administration requirements within a seven-branch region.

As branch manager in the retail division, he managed and directed all operational and administrative support functions for the entire branch.

Summary of Professional Experience

1997-present, Independent Banking Consultant
1976 – present, Vice President, Bank One of Arizona, Phoenix, Arizona

Education

BS, Economics, University of Arizona, Tucson, AZ

Pacific Coast Banking School, Robert Morris Associates "Train the Trainer", Credit and Supervisory Management Courses

Languages

Native English

Citizenship

US

DR. NORMAN A. BAXTER
Course Customization

Key Qualifications

Dr. Norman Baxter, a Director with the Financial Institutions Practice of Barents Group LLC, is a former banker with extensive recent banking sector experience throughout the former Soviet Union, in Ukraine, Russia, the Caucasus, and Central Asia. He has conducted more than 30 credit-related training seminars throughout the NIS since 1995, has served as a resident banking advisor in Ukraine and has also worked with heads of credit departments in commercial banks in various NIS countries to modify and improve credit policy, procedures, and practices. As a fluent Russian speaker, he works without an interpreter. His areas of expertise include:

- Credit training,
- Credit risk management
- Banker training curriculum development
- Training of trainers
- In-bank credit process consulting
- Russian language fluency.

Summary of Professional Experience

1994 – present Director, Barents Group LLC, Ukraine, Russia and Washington, DC.

In 1998, Dr. Baxter served as deputy project manager on a World Bank-funded project to develop and teach public finance training materials in the Russian Federation for the Ministry of Finance. In this position, he has many roles: to ensure that the materials are adapted to the local environment; to work with local counterparts to ensure constant communication during the course development and pilot course instruction; to train a Russian deputy to assume his duties; and to train Russian trainers to teach the materials developed by Barents, in order to ensure the self-sustainability of the project once it is completed.

Prior to 1998, Dr. Baxter worked as a Barents instructor/consultant under the USAID-funded NIS Banker Training Project. In this position, he had a number of roles: to conduct beginning, intermediate, and advanced credit training seminars for bankers in various NIS countries; to adapt training materials to the local environment in the various NIS countries; and, upon conclusion of training, to provide in-bank advice and consultation to local NIS bankers.

In the summer of 1997, Dr. Baxter served as in-bank consultant to a major Russian bank in Moscow on a loan loss reserve methodology for the medium term lending group of the bank. He also consulted with the lenders in the group on individual medium term credits.

In the fall of 1996, Dr. Baxter served as a Barents credit advisor to the commercial banking sector in Kyrgyzstan under the USAID-funded NIS Monetary Restructuring Project. While in Kyrgyzstan, he consulted with and trained personnel at the credit departments of three commercial banks, and consulted with the legal and bank supervision departments at the National Bank of Kyrgyzstan on loan agreements and other issues.

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From 1995 to 1998, Dr. Baxter served as a credit instructor in the NIS, where he conducted 30 credit-related seminars. He was also responsible for adapting banker-training materials to local conditions and practices, and developing new course materials covering such topics as ALM, accounting, internal audit and strategic planning.

In 1994, Dr. Baxter served as a Barents resident banking advisor in Kyiv, Ukraine. His responsibilities included training local staff to administer the newly founded banker training institute, identifying training needs and marketing training courses to the Ukrainian banking community, collaborating with American instructors on course content and delivery, and coordinating instruction in various cities throughout Ukraine.

1985 – 1993 Vice President, Signet Bank - Maryland, Bethesda, Maryland.

For Signet, Dr. Baxter was responsible for managing a portfolio of $50+ million in loans to middle market companies, as well as business development and cross-selling of other bank products and services in the same market.

1981 – 1985 Banking Officer, The Riggs National Bank of Washington, DC.

At Riggs, Dr. Baxter completed the 13-month credit-training program and was later responsible for maintaining relationships with such multinational companies as Ford Motor Company, Boeing, and Occidental Petroleum.

Overseas Experience
Long-term residence in Russia, Ukraine, Germany, and Switzerland
Short-term experience in Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Ukraine

Education

B.A., Slavic Studies, Lawrence University, Appleton, Wisconsin, 1970.
M.A., Slavic Languages and Literatures, University of California, Berkeley, 1972.
Ph.D., Slavic Languages and Literatures, University of California, Berkeley, 1977.
Certificate, Alternative Careers Program, The Wharton School, University of Pennsylvania, 1980.

Professional Associations and Honors
n/a

Languages
Native English speaker; fluent Russian; fair German

Personal
U.S. citizen; born 1948.

Selected Publications
Contributed the chapter on Credit Risk Management in the **Strategic Guide for Russian Commercial Bankers**, published in Moscow in Russian 1998 under USAID sponsorship.

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September 1968-June 1976:
Partner, M.E. Lewis and Maureen H. Berry, CPAs, Pasadena, CA.

January 1960-August 1968:
Defense Contract Audit Agency, Los Angeles, California.
1966-1968: Resident Auditor-in-Charge at The RAND Corporation and System Development Corporation, Santa Monica.
Chief Training Officer, Advanced Audit Techniques, DCAA Los Angeles Region.
1963-1966: Supervisory Auditor.
1960-1963: Contract Costs Auditor.

Consulting Engagements:

May-June and July-August, 1997 (USAID contract):
Study of policy environment for the mobilization of equity capital in the Palestinian Territories: West Bank and Gaza Strip. Field diagnostic of the status of the accounting function and the accounting profession in the public and private sectors and the implications for introduction and application of international accounting standards.

April-May and July, 1997 (USAID contract):
Wrote international standards accounting manual to be computerized for use in training personnel in financial and non-financial institutions.

June 1996 (USAID contract):
Institutional restructuring, Cairo, Egypt.
Field study diagnostic of enforcement of international accounting and auditing standards by the Capital Markets Authority. Designed workshop for staff training in those standards.

May 1996 (World Bank project):
Cotton Industry Privatization, Tashkent, Uzbekistan.
Wrote accounting manuals for use by project staff to account for the project in accordance with World Bank requirements.

March 1995 (USAID contract):
Agriculture Privatization, Lithuania.
Implementation phase of accounting system design project for the Lithuanian agricultural sector initiated in 1994.

September-November, 1994 (USAID contract):
Institutional assessment in Hungary, Poland, Czech Republic, Slovakia, and Bulgaria.
Member of interdisciplinary team evaluating the efficacy of Enterprise Funds as vehicles for financing democratic economic growth in transition economies.

June 1994-December 1995 (United Nations contract):
Performed research study, and co-authored monograph, of the financial management problems of transition economies. (Pending publication by the United Nations.)

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May 1994 (USAID contract):
Agriculture privatization, Lithuania.
Field study diagnostic of the accounting system design needs of post-privatization agricultural communes, intended for general application in the Lithuanian agriculture sector.

February-March 1993 (USAID contract):
Agriculture privatization, Bulgaria.
Member of interdisciplinary team evaluating the privatization potential of two fruit and vegetable processing plants. Reformatted their financial statements for use by western investors and adjusted them to conform to international accounting standards.

October 1992 and January 1993 (USAID contract):
Agricultural privatization, Estonia.
Member of interdisciplinary team evaluating the privatization potential for an agricultural commune with over twenty operating entities. Reformatted their financial statements and adjusted them to conform to international accounting standards.

September 1990-January 1992 (United Nations contract):
Performed field studies in Poland, Hungary, and France of the accounting and valuation problems arising during privation. Co-authored a monograph on this topic, published by the United Nations in 1993.

January 1983, 1984, and 1985:
Institutional diagnostics, Warsaw, Poland.
Performed financial and efficiency evaluations of a private, not-for-profit organization.

June 1979 (USAID contract):
Institutional restructuring, Kinshasa, Zaire.
Performed field study diagnostic of the financial management needs of the Ministry of Public Health. Gave weekly lectures (in French) on public sector budgeting techniques for the Ministry's top level management and briefings for the Minister.

Professional Memberships and Offices:
American Institute of Certified Public Accountants

Illinois CPA Society (previous member)
President, Vice-President, Treasurer
Eastern Chapter, 1978-1981.
Member: Committee on Relations with Educators,
1991-1992, 1990-1991.

Academic Memberships and Offices:

The International Association for Accounting Education and Research:
1993-1997: Member of Executive Board and Newsletter Editor. [Interfaced with the Executive Committee of the International Federation of Accountants (IFAC)]

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The Academy of Accounting Historians:
1996 & 1997 Past President and Member of Board of Trustees;
1995 President; 1994 President Elect; 1991-1993 First Vice-President;
1986-1990 Member of the Board of Trustees;

American Accounting Association (AAA):
1996: Member of Manuscript Award Committee; 1987-88: Member of Planning Committee for Seventh International Conference on Accounting Education in Japan.

International Accounting Section, AAA:
1997, 1996, 1994, 1992: Member of the Board of Trustees (Chair – 1995);
1990-1992: Treasurer; 1989-1990: Chair of Education Committee;
1987-1989: Chair, Public Sector Committee; 1986-1987: Member of Developing Countries Committee; 1984-1985: Member, Committee to Review Proposed International Accounting and Auditing Standards.

Selected Publications:

Books or Book Chapters:

Opole Electric (with James A. Schweikart) 1994. *International Accounting:A Case Approach*, New York: McGraw-Hill, pp.340-349.

Accounting Problems Arising During Privatization (Chap. VI); Accounting Problems Arising During Privatization in France (Chap. VIII); Accounting Problems Arising During Privatization in Hungary (co-authored) (Chap. X); Accounting Problems Arising During Privatization in Poland (Chap. XII); Accounting Problems Arising During Privatization in the United Kingdom of Great Britain and Northern Ireland (Chap. XIII), 1993. *International Accounting and Reporting Issues: 1992 Review.* New York: United Nations, Department of Economic and Social Development, Transnational Corporations and Management Division.

The Reshaping of the Accounting Function in Poland (with Gertruda Krystyna Swiderska), 1992. *International Handbook of Accounting Education and Certification.* Oxford: Pergamon Press, pp. 499-516.

Accounting's Cultural Development in the People's Republic of China, 1988. *The Accounting and Economic Problems of Contemporary Importance to the Far East.* Urbana, IL: Center for International Education and Research in Accounting, pp. 1-25.

Accounting in Socialist Countries, 1984. *International Accounting*, H. Peter Holzer, ed. New York: Harper & Row.

Publications in process:

Double-entry Accrual Accounting in Government: The Polish Model (with Barbara Bakalarska and Gertruda Krystyna Swiderska), 1996. Case study commissioned by the Australian Accounting Research Council for IFAC's Public Sector Committee.

Financial Management in Transitional Economies (with Professors Michael Kaser and Bimal Prodhan, Oxford University), 1996. New York: United Nations, Department for Development Support and Management Services.

Articles in Refereed Journals:

Accounting and Privatization: Some Problems and Challenges in Poland's Transitional Economy, 1998. *The International Journal of Accounting.*

Restructuring the Accounting Function in the Third World: Madagascar's Approach (with H. Peter Holzer), 1993. *Research in Third World Accounting,* vol. 2, pp. 225-244.

Niektore Aspekty Rachunkowosci w Swietle Prywatyzacji w Polsce (Some Aspects of Accounting in the Light of Privatization in Poland) (with Gertruda Krystyna Swiderska), 1992. *Ekonomika i Organizacja Przedsiebiorstwa,* pp. 21-23.

Making Perestroika a Reality, April, 1990. *The New Accountant,* pp. 4-9 and 46.

Accounting's Role in Economic Development: Some Normative Evidence from the German Democratic Republic (with O. Finley Graves), 1990. *The International Journal of Accounting,* Vol. 24, no. 2, pp. 189-220.

Financial Accountability in West German Government, 1987. *Advances in International Accounting,* Kenneth S. Most, ed., vol. 1, pp. 39-84.

The Current Status of the Accounting Profession in Poland, Summer, 1985. *Soviet and East European Bulletin,* pp. 90-102.

Industrial Accounting in Poland's Reorganized Economy (with Alicja Jaruga), 1985. *The International Journal of Accounting,* vol. 20, no. 2, pp. 45-63.

The Accounting Function in Socialist Economies, Fall, 1982. *The International Journal of Accounting,* vol. 18, no. 1, pp. 185-198.

The Design of Accountability Systems for Publicly Sponsored International Co-production Programs: A Need for Harmonization? 1982. *Management International Review,* vol. 22, no. 2, pp. 41-60.

Why International Cost Accounting Practices Should Be Harmonized, August, 1981. *Management Accounting,* pp.36-42.

Unpublished Seminar and Conference Papers:

Privatizing a Bulgarian State Enterprise: Some Technical and Cultural Aspects of Shifting Accounting Paradigms (with Herve Stolowy), 1994. Paper presented at the Annual Congress of the European Accounting Association, Venice, Italy.

Some Practical Problems in Privatizing the Agriculture Sector: Examples from Estonia and Bulgaria, 1993. Invited paper presented at a workshop on "From Socialism to Capitalism in the Former Communist Bloc: The View So Far". Russian and East European Center, University of Illinois.

Current Issues Affecting Accounting Education in the Newly Emerging Democracies, 1993. Panel Discussant, United Nations Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting, UN Headquarters, New York City.

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CARLENE CRNKOVICH
Foreign Exchange Specialist

KEY QUALIFICATIONS

Ms. Carlene Crnkovich is a senior banking executive with over 22 years of experience and a concentration in foreign exchange. Now manager of the foreign exchange department at her bank, she is a highly experienced trainer in her specialty and has also been engaged in training materials development, both domestically and internationally. Her Association Cambiste International (ACI) diploma is recognition of her expertise in foreign exchange. Most recently, she has fulfilled a number of training assignments in the NIS for Barents Group/USAID. Her chief areas of expertise are:

- Foreign Exchange
- Training
- Training Materials Development

CAREER PROFILE

After beginning her professional life as a math teacher, Ms. Crnkovich became a foreign exchange trader in the banking sector and is currently managing corporate foreign exchange offices for US Bank in Minneapolis, Seattle, Portland and Denver. She has developed training materials for both foreign exchange professionals and lay personnel. Since 1997, she has performed various engagements with Barents Group to develop training materials and conduct training in foreign exchange at Bankers Training Institutes in Ukraine, Georgia, and Armenia.

Selected Training Engagements

- Bankers Training Institutes, CIS, 1997-Present
- Assisted in the development of foreign exchange and options seminar materials for First Bank
- Wrote and presented a ½ day Foreign Currency Options Seminar for the Denver World Trade Center (1996)
- Presented a (2) day Foreign Exchange Seminar for Montana State University Small Business Program (1990)
- Designed and wrote all current marketing materials for foreign exchange and options Products
- Frequently deliver ½ day custom-designed seminars for clients.

Summary of Professional Experience

Vice President, Manager FX, First Bank (US Bank), NA, Minneapolis, MN, 7/86 – Present
Assistant Vice President, First Bank, NA, Minneapolis, MN, 10/85 – 7/86
Assistant Vice President/FX Trader, First Bank, NA, Minneapolis, MN, 1/82 – 10/85
Officer/FX Trader, First Bank, NA, Minneapolis, MN, 1/80 – 1/82
Foreign Exchange Representative, First Bank, NA, Minneapolis, MN, 8/77 – 1/80
Math Teacher, Independent School #622N St. Paul, MN, 10/76 – 6/77
Assistance Director of Counseling, HR Development Council, Bozeman, MT, 5/76 – 9/76
Teaching Assistant, Montana State University, Bozeman, MT, 9/75 – 6/76
Math Teacher, Great Falls Public Schools, Great Falls, MT, 9/72 – 6/75

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CARLENE CRNKOVICH

EDUCATION

ACI Diploma*, Association Cambiste International, 1997
RR, Series 7, NASD (license retired), 1986
RR, Series 63, State of Minnesota (license retired), 1986
M.Ed., Counseling, Montana State University, 1976
BS, Mathematics, Montana State University, 1972
(*Competency exam for foreign exchange traders, headquartered in Paris, France)

Additional Education and Training
International Financial Markets, Institute for Canadian bankers, 1997
Series 7 Preparation, Longman Institute, 1986
School for International Banking, ABA/University of Colorado, 1984

PROFESSIONAL/COMMUNITY ACTIVITIES

Association Cambiste International
Current representative for the Americas to the International Board of Education
Board member of The Financial Markets Association-Forex USA
Past President of the Regional Chapter of Forex USA 1992-1996
Mentor for Mentiium (program for women executives) 1994-1996
Minnesota World Trade Center Association, Charter Member

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Name of Staff: Sara Hargrove

Profession: International Banking and Finance Consultant

Date of Birth:

Years with Firm: **Nationality:** U. S. A.

Membership in Professional Societies:

The Philadelphia Committee on Foreign Relations, World Affairs Council, Association for Investment, Management and Research, The Wharton Alumni Club (former Advisory Board member), Women Executives in State Government (former Board member), Career Achievement Award, Mary Baldwin College, Juliette Low "Take the Lead" Award, Girl Scouts of Philadelphia, Honorary Degree, Doctor of Laws, Seton Hill College, Pennsylvania's Honor Roll of Women, Pennsylvania Women's Forum (Charter Member), Forum of Executive Women (Former President), Marathon Runner (Boston, Philadelphia, Montreal, New York, Pittsburgh)

Detailed Tasks Assigned:

Diagnose ALM/Treasury Risk Management processes, procedures and systems; identify and recommend improvements; assist in implementing improved processes, procedures and systems of ALM/Treasury Risk Management for Turk Eximbank; and design and delivery related training.

Key Qualifications:
Sarah Hargrove is a seasoned financial executive with over 20 years of experience in finance, principally commercial and investment banking, including start-up businesses in corporate finance and capital market products. She has spent eight years as Pennsylvania's Secretary of Banking, the primary regulator of the Commonwealth's state-chartered banks, trust companies, savings associations and credit unions. Since leaving government service, Ms. Hargrove has been providing general financial advisory and litigation support consultancy services to banks, small businesses, the legal community, government agencies and multilateral institutions, including bank training and bank appraisals in emerging markets.

Education:

University: Harvard University, JFK School of Government
Degree: Graduate Certificate, State and Local Program
Year Awarded: 1988

University: University of Pennsylvania, The Wharton School
Degree: MBA
Year Awarded: 1988

Chartered Financial Analyst, 1980

Employment Record:

Employer: Hargrove Consultancy
Position: Principal

Date: 1995 to Present
Location: Philadelphia, PA

General financial advisory services, including expert testimony and litigation support; bank resolutions and liquidations; appraisals and fairness opinions; strategic and business planning; bank acquisitions and financings; feasibility studies; general corporate finance.

- Bank consulting, technical assistance and training for bankers and bank supervisors in Russia, Ukraine, Georgia, Armenia, Bulgaria, Moldova and Poland in the following areas:
  Asset and Liability Management/Treasury Management
  Derivatives
  Economic Analysis of Banks and Bank Appraisals
  Financial Management
  Investment Banking
  Investment Management
  Risk Management

- Appraisals of banks in Russia, Georgia and Armenia for International Finance Corporation credit lines and/or equity investments

- Legal and regulatory analysis of draft regulations for "Registry of Credits and Guarantees" for the National Bank of Slovak Republic

- Feasibility studies: Training centers (Moscow); new bank product offering in Asia

- Expert testimony and/or reports have been provided on bank regulatory changes supporting successful resolution of tax case for City of Philadelphia; for BCCI-related litigation supporting liquidator's successful claims; for successful restitution of funds improperly seized from a bank in Tanzania.

- Private placements of debt securities for banks, bank holding companies, manufacturing companies and housing project for Air Force Base in Alaska, including innovative use of tax-free financing for management buyout of subsidiary of private company

- Evaluation of assorted manufacturing, service and financial service companies, including innovative evaluation of "break up" value of asbestos-related company in bankruptcy and unique valuation of trademarks of subsidiary of Australian company for capital allocation and tax purposes

- Merger assignments in food, retailing, hardware manufacturing, pharmaceutical and oil industries

- Business and capital plans for several companies including: telecommunications business in U.S. for European equipment manufacturer; cocoa processing business in U.S.of foreign parent; and bank capital studies for regulatory purposes
- Analysis and training for bank credit-related products including interest rate swaps, defeasance and ESOP's

- Development of an investment school to teach basic principles of economics and security analysis of debt and equity instruments, and supervision of the Investment Performance Evaluation Unit of Trust Investment Division of major regional bank

Employer: Commonwealth of Pennsylvania
Position: SECRETARY OF BANKING
Date: 1987-1995
Location: Philadelphia, Pennsylvania

Developed and implemented Department's first strategic plan, installing an integrated wide-area network for exam processing, intradepartmental communication and MIS, significantly reducing turnaround time and enhancing surveillance; reorganizing along functional lines, eliminating duplications and standardizing supervisory and enforcement activities; and creating a cross-trained generic examination force reflecting the growing homogeneity of regulated financial institutions, adding value to examination function and improving utilization of resources. Successful resolution of failed privately-insured banks with *de novo* FDIC-insured banks. Served on several Boards, including PA Housing Finance Agency (Vice Chair), PA Economic Development Partnership, PA Industrial Development Agency and State Liaison Committee, Federal Financial Institutions Examination Council.

Employer: Philadelphia First Group, Inc.
Position: Vice-President
Date: 1985-1987
Location: Plymouth Meeting, PA

Responsible for corporate finance and investment banking, including mergers, capital raising, valuations, and general advisory activities

Employer: CORESTATES Philadelphia National Bank
Position: Various
Date: 1976-1985
Location: Philadelphia, PA

Vice-President and Department Head, Credit Product Management, responsible for focus of planning for credit-related products, including interest rate swaps, defeasance and *ESOP's*

Vice-President, Philadelphia Capital Advisors, responsible for initiating, developing and closing merger-related transactions, valuations, private placements and capital planning

Assistant Vice-President, Corporate Finance Department: Number two person in the establishment of department for corporate finance activities, subsequently known as PCA

Employer: Morgan Stanley and Co.
Position: Mergers and Acquisitions Analyst
Date: 1973-1974
Location: New York
Employer: Wachovia Bank & Trust Company
Position: Investment Assistant
Date: 1970-1973
Location: Winston-Salem, NC

SARA H W. HARGROVE
Liquidity and Funds Management Specialist

KEY QUALIFICATIONS

Ms. Hargrove is a seasoned financial executive with more than 20 years of experience in commercial and investment banking, government, and international consulting. As Secretary of Banking for the Commonwealth of Pennsylvania, she was the primary bank regulator responsible for the safety, soundness, and regulatory compliance of the Commonwealth's state-charted banks, trust companies, savings associations and credit unions with aggregate assets of $90 billion. Since leaving government service in 1995, Ms. Hargrove has been providing general financial advisory consultancy services to banks in Central Europe and the NIS. Her areas of expertise include:

- Liquidity and Funds Management
- Strategic Planning
- Bank Capital Planning
- Corporate Finance and Investment Banking

CAREER PROFILE

Consulting and Training
Ms. Hargrove has consulting and training experience in a number of Central and East European countries. Most recently, Ms. Hargrove has served as a trainer and developer of training materials for the USAID/Barents Group banker training centers in Kyiv, Ukraine and Tbilisi, Georgia. She has developed materials and presented seminars in ALM, Capital Markets and Investment Banking. In 1997, she led a workshop at a commercial bank in Dnipropetrovsk, Ukraine on bank financial management. In a previous training engagement for the Central Bank of the Russian Federation in Moscow, Ms. Hargrove developed a training module on Economic Analysis (Financial and Profitability Analysis of Banks and Their Borrowers), which included liquidity and funds management, accounting; performance analysis; credit analysis and loan review;; CAMEL; internal auditing. She subsequently taught the first course to trainers at the Central Banks' Training School in Oryol.

Ms. Hargrove's other training and consulting engagements include an engagement with the International Finance and Business School in Moscow, where she developed a training module, and taught a seminar on the Fundamentals of Bank Appraisal, including definition of fair value and market value. Other topics covered during the course of the seminar included: different valuation techniques; basic investment concepts; standard valuation measures; discounted cash flow and going concern value; franchise value, liquidating value, adjusted book value; merger and acquisition strategy and planning; evaluation of loan portfolios; and evaluation of off-balance sheet items (derivatives, standby lines and letters of credit, etc.).

In Slovakia, Ms. Hargrove provided an in-depth analysis of draft regulations for a "Register of Credits and Guarantees" to be maintained by the National Bank of Slovakia.

Bank Supervision and Regulation
As the Secretary of Banking for the Commonwealth of Pennsylvania, Ms. Hargrove developed and implemented the department's first strategic plan, installing and integrated a wide-area network for exam processing, intradepartmental communication and MIS, significantly reducing turnaround time and enhancing surveillance. She reorganized the department along functional lines, eliminating duplications and standardizing supervisory and enforcement activities, creating a cross-trained generic examination

force reflecting the growing homogeneity of regulated institutions, adding value to the examination function and improving utilization of resources.

Corporate Finance and Investment
During her 17 years as a corporate finance and investment expert, Ms. Hargrove has held roles of increasing responsibility. As Vice President at Philadelphia First Group, Ms. Hargrove was responsible for corporate finance and investment banking, mergers, capital raising, valuations, and general advisory activities. In her other positions, Ms. Hargrove held responsibility for credit product management, planning and training for credit-related products, including interest rate swaps, defeasance and ESOPs. She also has experience in initiating, developing and closing merger-related transactions, valuations, private placements, and bank capital planning.

Summary of Professional Experience

Independent Consultant, 1995-present

Secretary of Banking, Commonwealth of Pennsylvania, 1987-1995

Vice President, Philadelphia First Group, Inc., Plymouth Meeting, PA, 1985-1987

Vice President, Assistant Vice President, Corporate Services Officer, CoreStates Philadelphia National Bank, Philadelphia, PA, 1976-1985

Mergers and Acquisitions Analyst, Morgan Stanley and Co., New York, 1973-1974

Investment Assistant, Wachovia Bank & Trust Company, Winston-Salem, NC, 1970-1973

Education

Harvard University, JFK School of Government, State and Local Program, 1988.
CFA, 1980
MBA, Finance, The Wharton School, University of Pennsylvania, 1976
BA, Psychology, University of North Carolina, Chapel Hill, 1968

Languages

English- Native tongue
French- Reading, writing, speaking (fair)

Joel T. Hefty
Commercial Banker
(Level II)

Key Qualifications

Mr. Hefty has 13 years experience in bank examinations and nine years experience in training and consulting. Prior to his position as Senior Consultant with the Barents Group of KPMG Consulting LLC, he served as a principal examiner for the Federal Reserve System as well as national project leader in the Federal Reserve System's supervisory education program. Mr. Hefty is an international consultant, trainer, and facilitator on matters of banking supervision and training. His management responsibilities have included training and organizational development for banking supervision staff in San Francisco, Los Angeles, and Salt Lake City.

Professional Experience

Most recently, Mr. Hefty has served as a Senior Consultant with the Barents Group working in Albania and Uganda. During these assignments he provided one-on-one, group, formal and informal on-the-job training to entry-level, experienced and management-level bank regulators/inspectors. Previously and as a commissioned Federal Reserve Examiner, he evaluated risk management processes in domestic financial institutions; analyzed credit risks, earnings, capital adequacy, liquidity, sensitivity to market risk, cash flow, leverage, and management in institutional and environmental context; and built a strong rapport with institution management, other regulators, and peers as a resident Federal Reserve examiner in a large bank holding company.

Prior to his position as a commissioned Federal Reserve Examiner, Mr. Hefty was in training and Project Management as he served as manager to staff development and training. In this capacity, he created and administered a zero-based training budget for a division of 250 people. He also strengthened expense management, implemented better information systems, increased local course and on-the-job offerings, and chaired the working group that implemented a behavioral competency performance model.

Mr. Hefty also has vast experience in curriculum development and on-the-job training initiatives. He has coordinated, designed, and presented a course for instructors preparing for overseas assignments, convened and moderated course development, review and revision, established and maintained strong communication and project commitment among members. In addition, he has served as a member of the Federal Reserve System Core Curriculum Review Task Force. In this position, as well as in other positions, Mr. Hefty has conceptualized and collaborated on top-down review of the Federal Reserve System's examiner training and coordinated the development of a new Federal Reserve System training course.

Mr. Hefty's experience includes instructional experience as well. He has presented technical training and facilitated class discussions for a variety of Federal Reserve Bank, Federal Reserve System, and international audiences. In addition, he has coached field examiners on critical thinking skills, internal control evaluation, and credit analysis. His international instructional experience includes summarizing training processes and directing learning activities for staff and high-level visitors from central banks including People's Bank of China, Bank Negara Malaysia, Bangko Sentral ng Pilipinas, Trade and Development Bank of Mongolia, Reserve Bank of Fiji, and Central Bank of China.

Mr. Hefty has a vast array of consulting experience. He served as designer, co-presenter, and facilitator of a seminar entitled "Strengthening Training Programs and Processes" for the APEC Training Consultative Group in Kuala Lumpur, Malaysia where over 15 countries were represented. He also has served on different World Bank Missions for the Bank of Thailand. Here he served as a consultant on the Development Team for the Examination Management School and the Development Team for Financial Institutions Analysis School. He also reviewed and advised on the Commissioning Process and Examiner Training Program.

At the South East Asian Central Banks Research and Training Centre in Kuala Lumpur, Malaysia, Mr. Hefty assisted on the first Advanced Course on Banking Supervision as well as the 31st Intermediate Course on Banking Supervision.

As part of the Board of Governors of the Federal Reserve System and the Federal Reserve Bank of San Francisco, Mr. Hefty conducted training in various areas. These areas include: the operations and analysis school, multicultural instructor training, conducting meetings with management, information systems and emerging technology risk management, introduction to examinations, year 2000 readiness, behavioral competency performance management, supervision and regulation orientation, and instructor/liaison for the People's Bank of China Representatives.

Consulting, Training and Professional Services

USAID Technical Assistance Missions

Bank of Albania, Tirana, Albania		
Advise: On-site inspection processes		*2000*
Bank of Uganda, Kampala, Uganda		
Instruct: Intro. to - Bank Accounting / Banking Supervision / Bank Financial Analysis		*2000*

APEC Training Consultative Group

Seminar: Strengthening Training Programs and Processes, Kuala Lumpur, Malaysia		
Design / Co-Present / Facilitate	15 countries	*1999*

World Bank Missions

Bank of Thailand, Bangkok, Thailand		
Consult: Development Team for Examination Management School		*2000*
Consult: Development Team for Financial Institutions Analysis School		*1999*
Review and Advise: Commissioning Process and Examiner Training Program		*1999*

South East Asian Central Banks Research and Training Centre, Kuala Lumpur, Malaysia

Design / Facilitate: 1st Advanced Course on Banking Supervision	13 countries	*1998*
Design / Instruct: 31st Intermediate Course on Banking Supervision	12 countries	*1998*

Board of Governors of the Federal Reserve System

Operations and Analysis School	Washington, DC / New York	*1999 – 2000*
Multicultural Instructor Training	Chicago / San Francisco / Los Angeles	*1998 – 2000*
Conducting Meetings with Management	Atlanta / Los Angeles / San Francisco	*1997 - 2000*
Information Systems & Emerging Technology Risk Management	Atlanta / San Francisco / Los Angeles	*1996 - 1998*
Introduction to Examinations	New York / Washington, DC	*1992 - 1995*

Federal Reserve Bank of San Francisco

Year 2000 Readiness	San Francisco / Los Angeles	*1999*

Behavioral Competency Performance Mgmt.	Los Angeles / Salt Lake City / S.F.	*1997 - 1999*
Instructor/Liaison for People's Bank of China Representatives	San Francisco	*1991 – 1992*

Professional Experience Summary

Berents Group of KPMG Consulting LLC, 2000 - present

Federal Reserve Bank of San Francisco, 1987-present
- Principal Examiner and Training Manager, 1998-present
- Senior Examiner and Training Manager, 1996-1998
- Resident Examiner at Wells Fargo & Company, 1995-1996
- Examiner, 1991-1995
- Assistant Examiner, 1987-1991

In-house Temporary Employee, Sea-Land Service, Inc., Tacoma, Washington, 1986-1987

Summer & Holiday Operations Assistant, Idaho State Bank, Glenns Ferry, Idaho, 1981-1985

Education

Pacific Coast Banking School, University of Washington, Seattle, Washington, 1996-1998
BA, Economics / Politics and Government, University of Puget Sound, Tacoma, Washington, 1982-1986

Professional Courses Completed

Robert Mager Associates, Training Manager Workshop on Curriculum Design
Board of Governors of the Federal Reserve System

BHC Inspections School	Real Estate Lending Seminar
Securities Activities & Interest Rate Risk	Banking III - Bank Management School
Credit Analysis School	Banking II - Financial Institution Analysis
Banking I - Introduction to Examinations	Effective Writing for Banking Supervision

Federal Financial Institutions Examination Council

Off-balance Sheet Risk Seminar	Instructor Training
Management Workshop	Conducting Meetings with Management

Languages
Fluent in English

Citizenship
United States

LABOR CATEGORY JUSTIFICATION

			QUALIFICATIONS				
			LEVEL I				
Name/Position	Position	US Citizen / Work Permit	MBA or Equivalent	10 years experience in functional activity	5 years in a developing country context	Comments	Previously Approved SEGIR Category
Joel Helly	Commercial Banker	Yes	Pacific Coast Graduate Banking School & Commissioned FRB Examiner	13 Years	5+ Years	Refer To CV for Details - See section on "Consulting, Training, & Professional Services" listing nature and dates of assignments	SEGIR GBTI - Uganda: Financial Analyst Level I

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LYNDA D. SWENSON

2269 Caminito Preciosa Sur
La Jolla, CA 92037

(858) 581 1400 (Business)
(858) 274 5389 (Residence)
swenson@lanz.com

EMPLOYMENT HISTORY

R.C.S. Company, Inc. **1993 - Present**
La Jolla, CA

Consultant firm specializing in Change Management; Strategic Planning, Organizational Review; Process Reengineering; Training and Development; and Executive Search. Assignments have included financial institutions, health care organizations and other service companies.

Resident Advisor to The Czech Banking Institute, Prague, The Czech Republic on a USAid Contract. Duties included training Czech bankers in Credit, Finance, Capital Markets, and Communication as well as the training of trainers for on-going programs. Consulted with commercial banks and other financial institutions. Worked with The Czech Banking Institute to manage the USAid contract.

Banc One Corporation **3/91 - 3/93**
Columbus, Ohio **6/80 - 3/86**

Bank One Columbus, N.A. **3/91 - 3/93**
Columbus, Ohio
Vice President and Division Executive for the Quality / Productivity Division

Recruited by the President/Chairman to start up and be responsible for an internal management consulting function which worked with the bank's divisions to identify operating efficiencies and profit opportunities within the bank's operations, processes and organizational structure.

Buckeye Federal Savings and Loan Association **8/89 - 3/91**
Columbus, Ohio
Vice President

Recruited by the Chairman to act as a catalyst and Change agent for $1 billion savings and loan association.

- Authored the thrift's Strategic Business Plan, submitted the Plan to the Office of Thrift Supervision and won approval from the Office of Thrift Supervision.
- Participated in the strategies, packaging and sale of Buckeye Federal Savings and Loan which occurred due to the Federal changes in capital requirements for financial institutions.
- Chosen by the acquiring bank, National City Bank, to manage the overall conversion of Buckeye Federal Savings and Loan into their $5 billion commercial bank. The conversion

that occurred February 1991 was successfully completed on time, within budget and with minimal disruption to service or operations.

Banc One Corporation — **6/80 - 3/86**
Columbus, Ohio

Senior Credit Analyst — **4/85 - 3/86**

Commercial officer for Small Business and Private Banking clients.

Investment Officer — **9/84 - 3/85**

Portfolio manager for >$1 billion short-term investment assets owned by Corporation. Primary emphasis was in Euro negotiable investments.

Senior Consultant Product Support Division/Conversions — **3/84 - 9/84**

Coordinated all activities related to bank acquisitions and conversion to Banc One systems.

Senior Consultant — **12/83 - 3/84**
Product Support Division/ATM Project

Bank One of Southeastern Ohio — **6/80 - 12/83**
Athens, Ohio
Vice President of Operations
Cashier

Federal Reserve Bank of San Francisco — **6/74 - 3/77**
Manager of Fiscal — **1/76 - 3/77**
Control Department

Professional Recruiter — **6/75 - 1/76**

Training Administrator — **6/74 - 6/75**

Broadway National Bank — **6/73 - 6/74**
San Antonio, Texas

Oak Trust and Savings Bank — **8/70 - 5/73**
Chicago, Illinois

EDUCATION

C.F.P. (Certified Financial Planner) — 1997
College of Financial Planning, Denver, Colorado

Stonier Graduate School of Banking — 1985
American Bankers Association, Rutgers University.

MBA in Finance — 1973
Graduate School of Business Loyola University of Chicago
Member of Dean's Honor List.

1992-1995 **Ukrainian Financial Group, Business Development Manager,** Kiev, Ukraine.

Ms. Westergaard has also successfully managed several business start-ups in Ukraine. She worked as a senior management consultant to several start-up enterprises in the financial services and advertising industries for Ukrainian Financial Group, a quasi venture capital company and one of Ukraine's first private commercial organizations. She was instrumental in the start-up of a retail financial services company, which began as one of Ukraine's first currency exchanges and evolved into offering credit card and money transfer services for foreigners and Ukrainian citizens. In addition, Ms. Westergaard was a key figure in the founding, initial start-up and operations of an advertising agency affiliated with UFG, which has become one of the leading agencies in Ukraine today. Her extensive experience in working as both a strategic advisor to Ukrainian management and as a direct line supervisor to Ukrainian employees provided her with valuable insight into a wide range of management and communication issues applicable not only to the former Soviet Union but also to the conduct of international business management. Ms. Westergaard also provided management advice and assistance to other UFG companies in the field of insurance and computer systems installation and sales.

1987-1992 **Citibank, N.A., Assistant Vice President,** New York, New York.

Ms. Westergaard's experience in emerging markets began with her five-years tenure at Citibank, where she structured cross-border trade finance transactions for Citibank clients worldwide. Her experience in serving a multinational client base that wanted to eliminate cross-border risk exposure in trade with emerging economies led her to organize, develop and manage a start-up business unit within Citibank. This central transacting unit provided quick and accurate cross-border finance information to multinational customers around the world, earning $1.4 million in its first year of operation and $2.4 million in its second year. Central to the success of the business was the pre-arranged allocation of sovereign and commercial credit lines from Citibank branches, which required considerable marketing and branch coordination worldwide. Ms. Westergaard managed a staff responsible for internal and external marketing, transaction structuring and training of branch officers in Asia and Eastern Europe. Before initiating this business, Ms. Westergaard was a marketing officer who originated and structured trade transactions using risk mitigation programs offered by U.S. government agencies, multilateral organizations, private insurance markets and risk-distribution techniques such as bank syndications.

1984-1985 **COBE Corporation, Marketing Manager,** Madison, Wisconsin.

1981-1984 **North American Company for Life Insurance, Senior Copy Writer,** Chicago, Illinois.

Before receiving her M.B.A., Ms. Westergaard utilized her degree in journalism by writing advertising and sales proposals for the financial services industry, first for a mid-sized life insurance company, then for a software company specializing in mortgage origination application software. In these capacities, Ms. Westergaard enhanced her skills in the conception and execution of effective marketing campaigns and corporate communication goals.

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In addition, Ms. Westergaard worked as a reporter for Gannett's *Today* newspaper in Brevard County, Florida, as a writer for *Savings Institutions* magazine serving the savings and loan industry and as a coordinator in the Press Office of The White House under the Carter Administration.

Education

M.B.A., Finance and Marketing, J.L. Kellogg Graduate School of Management, Northwestern University, 1987.

B.S., Journalism, Medill School of Journalism, Northwestern University, 1981.

Languages

Native English, fluent Russian.

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

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Appendix J

LIST OF IBI INSTRUCTORS (Excluding Barents Group Instructors)
IBI Short-term Training Program

N	Instructor:	Position:	Seminars:	Contact Information:
1	Roger Claesence	Instructor for ATTF	Strategic Planning	
2	Alkie DeBourg	Instructor for SWIFT	SWIFT Net Migration	
3	Jaques Grosjean	CEO of ATTF	Management Skills: Leadership and Team Building	
4	**Svetlana Paunova**	Head of "Central Cashier" Division, BNB 1, Alexander Battenberg Sq.	Cash and Tellers Transactions in Foreign Currency	02/ 9145 1522 paunova.s@bnbank.org
5	**Krassimir Kostadinov**	Chief Expert, "Banknotes and Coins" Division, BNB 1, Alexander Battenberg Sq.	Cash and Tellers Transactions in Foreign Currency	02/ 9145 1349 kostadinov.k@bnbank.org
6	**Roumyan Chobanov**	Director, Cash Management Directorate and Chief Cashier, BNB 1, Alexander Battenberg Sq.	BNB Cash Operations	02/ 9145 1521 tchobanov.r@bnbank.org
7	**Svetlozar Karaneshev**	Chief Executive of Bulgaria Invest Former Chief Executive, Issue Department, BNB 1, Alexander Battenberg Sq.	Investment Management	02/ 9145 1872 skaraneshev@bank.allianz.bg
8	**Lyudmil Anachkov, Eng.**	Senior IT specialist, Software Programs Division, BNB 1, Alexander Battenberg Sq.	Financial Markets and Instruments Bonds and bond markets	02/ 9145 1307 ludmil.anatchkov@bnbank.org
9	**Milan Drandarov***	Senior Manager, Documentary Payments, International Bank Operations Biochim Bank 1, Ivan Vazov St. Certified Trainer under USAID training methodology	Bank guarantees in international trade International payments	088/ 818 945 mdrandarov@biochim.com
10	**Evgeni Bonev**	Director, International Payments Department	Foreign Currency Cheques, Documentary	02/ 926 62 41

		Central Cooperative Bank 103, G.S. Rakovski St.	Payments	c.boncv@ccbank.bg
11	**Mirela Danova**	Inspector, Business Clients DSK Bank, Branch 5 19, Moskovska St.	Credit Rating of Institutions - Definition and Assessment	02/ 980 92 36 v.angelova@dskbank.bg
12	**Rositsa Boncheva***	Head of International Payments Division, Encouragement Bank 1, Dyakon Ignatii St. Certified Trainer under USAID training methodology	Trade Finance; International Payments: - Collection of Payments; - Letters of Credits; - Correspondent Banking	02/ 811 2313
13	**Plamen Todorov**	Head, Lending Department Municipal Bank 6, Vrabcha St.	Risks in credit transactions	Tel: 02/ 930 02 80; Fax: 02/ 981 86 01 PTodorov@uactabg.net
14	**Emanuela Nikolova***	Risk Manager, Raiffeisenbank Certified Trainer under USAID training methodology	Credit Management System	Office tel: 02/ 9198 5143 emanuela.nikolova@rbb-sofia.raiffeisenbank.at
15	**Lyubomir Karimanski**	Specialist, Card Payments University of National and World Economy Bank Cards Department Roseximbank 17, Lege St.	Bank Cards Payments through the international organizations – VISA and MasterCard	02/ 930 72 71 lyubok@roseximbank.bg
16	**Pepina Miteva***	Training Manager, SG Expressbank, Certified Trainer under USAID training methodology	Training of Trainers	088/ 731 444 pepina.miteva@socgen.com
17	**Sofka Simonova**	Certified Appraiser, Head, Problem Loans United Bulgarian Bank 5, Sveta Sofia St.	Real Estate Transactions, Mortgages and Pledges	02/811 23 13
18	**Boyan Strahilov***	Psychologist, Specialist, Recruitment, Training and Qualification	Stress Management and Stress Factors; Time Management	02/ 811 24 77; strahilov_b@sof.ubb.bg

		United Bulgarian Bank 5, Sveta Sofia St. Certified Trainer under USAID training methodology		
19	Krassimir Hadjidinev	Managing Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 krassimir.hadjidinev@kpmg.bg
20	Margarita Goleva	Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 margarita.goleva@kpmg.bg
21	Nikolay Gurnev	Manager, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 nikolay.garnev@kpmg.com
22	Stefan Nenov	Director, Price Waterhouse Coopers 9-11, Maria Louisa Blv.	IAS	02/ 91 003 stefan.nenov@bg.pwcglobal.com
23	Krassimir Logofetov	Senior Auditor, Price Waterhouse Coopers 9-11, Maria Louisa Blv.	IAS	02/ 91 003; 980 88 84 krasimir.logofetov@bg.pwcglobal.com
24	Valentin Nedev, Dr.Sc.	Member of the State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 45 15 nedev_v@ssec.bg
25	Elka Elenkova, Dr.Sc.	Head of "Licensing and Controlling of Investment Intermediaries and Securities Markets" Department, State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 08 80 elenkova_e@ssec.bg
26	Dessislava Pacheva	Attorney, "Licensing and Controlling of Investment Intermediaries and Securities Markets" Department, State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 49 14 pacheva_d@ssec.bg
27	Petyo Rashev	Managing Director, Financial Brokerage House	Internet-based FOREX Market	

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Education

M.B.A., Finance and Marketing, J.L. Kellogg Graduate School of Management, Northwestern University, 1987.

B.S., Journalism, Medill School of Journalism, Northwestern University, 1981.

Languages

Native English, fluent Russian.

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2	Alkie DeBourg	Instructor for SWIFT	SWIFT Net Migration	
3	Jaques Grosjean	CEO of ATTF	Management Skills: Leadership and Team Building	
4	**Svetlana Paunova**	Head of "Central Cashier" Division, BNB 1, Alexander Battenberg Sq.	Cash and Tellers Transactions in Foreign Currency	02/ 9145 1522 paunova.s@bnbank.org
5	**Krassimir Kostadinov**	Chief Expert, "Banknotes and Coins" Division, BNB 1, Alexander Battenberg Sq.	Cash and Tellers Transactions in Foreign Currency	02/ 9145 1349 kostadinov.k@bnbank.org
6	**Roumyan Chobanov**	Director, Cash Management Directorate and Chief Cashier, BNB 1, Alexander Battenberg Sq.	BNB Cash Operations	02/ 9145 1521 tchobanov.r@bnbank.org
7	**Svetlozar Karaneshev**	Chief Executive of Bulgaria Invest Former Chief Executive, Issue Department, BNB 1, Alexander Battenberg Sq.	Investment Management	02/ 9145 1872 skaraneshev@bank.allianz.bg
8	**Lyudmil Anachkov, Eng.**	Senior IT specialist, Software Programs Division, BNB 1, Alexander Battenberg Sq.	Financial Markets and Instruments Bonds and bond markets	02/ 9145 1307 ludmil.anatchkov@bnbank.org
9	**Milan Drandarov***	Senior Manager, Documentary Payments, International Bank Operations Biochim Bank 1, Ivan Vazov St. Certified Trainer under USAID training methodology	Bank guarantees in international trade International payments	088/ 818 945 mdrandarov@biochim.com
10	**Evgeni Bonev**	Director, International Payments Department	Foreign Currency Cheques, Documentary	02/ 926 62 41

		Central Cooperative Bank 103, G.S. Rakovski St.	Payments	c.bonev@ccbank.bg
11	**Mirela Danova**	Inspector, Business Clients DSK Bank, Branch 5 19, Moskovska St.	Credit Rating of Institutions - Definition and Assessment	02/ 980 92 36 v.angelova@dskbank.bg
12	**Rositsa Boncheva***	Head of International Payments Division, Encouragement Bank 1, Dyakon Ignatii St. Certified Trainer under USAID training methodology	Trade Finance; International Payments: - Collection of Payments; - Letters of Credits; - Correspondent Banking	02/ 811 2313
13	**Plamen Todorov**	Head, Lending Department Municipal Bank 6, Vrabcha St.	Risks in credit transactions	Tel: 02/ 930 02 80; Fax: 02/ 981 86 01 PTodorov@actabg.net
14	**Emanuela Nikolova***	Risk Manager, Raiffeisenbank Certified Trainer under USAID training methodology	Credit Management System	Office tel: 02/ 9198 5143 emanuela.nikolova@rbb-sofia.raiffeisenbank.at
15	**Lyubomir Karimanski**	Specialist, Card Payments University of National and World Economy Bank Cards Department Roseximbank 17, Lege St.	Bank Cards Payments through the international organizations – VISA and MasterCard	02/ 930 72 71 lyubok@roseximbank.bg
16	**Pepina Miteva***	Training Manager, SG Expressbank, Certified Trainer under USAID training methodology	Training of Trainers	088/ 731 444 pepina.miteva@socgen.com
17	**Sofka Simonova**	Certified Appraiser, Head, Problem Loans United Bulgarian Bank 5, Sveta Sofia St.	Real Estate Transactions, Mortgages and Pledges	02/811 23 13
18	**Boyan Strahilov***	Psychologist, Specialist, Recruitment, Training and Qualification	Stress Management and Stress Factors; Time Management	02/ 811 24 77; strahilov_b@sof.ubb.bg

		United Bulgarian Bank 5, Sveta Sofia St. Certified Trainer under USAID training methodology		
19	Krassimir Hadjidinev	Managing Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 krassimir.hadjidinev@kpmg.bg
20	Margarita Goleva	Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 margarita.goleva@kpmg.bg
21	Nikolay Gurnev	Manager, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 nikolay.garnev@kpmg.com
22	Stefan Nenov	Director, Price Waterhouse Coopers 9-11, Maria Louisa Blv.	IAS	02/ 91 003 stefan.nenov@bg.pwcglobal.com
23	Krassimir Logofetov	Senior Auditor, Price Waterhouse Coopers 9-11, Maria Louisa Blv.	IAS	02/ 91 003; 980 88 84 krasimir.logofetov@bg.pwcglobal.com
24	Valentin Nedev, Dr.Sc.	Member of the State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 45 15 nedev_v@ssec.bg
25	Elka Elenkova, Dr.Sc.	Head of "Licensing and Controlling of Investment Intermediaries and Securities Markets" Department, State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 08 80 elenkova_e@ssec.bg
26	Dessislava Pacheva	Attorney, "Licensing and Controlling of Investment Intermediaries and Securities Markets" Department, State Commission on Government Securities 23, Vrabcha St.	Amendments to the Law on Public Offering of Securities	02/ 940 49 14 pacheva_d@ssec.bg
27	Petyo Rashev	Managing Director, Financial Brokerage House	Internet-based FOREX Market	

		АНМАРТ	Operations	
28	Orlin Daskalov	Commission on Regulation of Telecommunications	Introduction to the Application of Electronic Signature in E-Business	02/ 949 22 63 odaskalov@crc.bg
29	Nadejda Savova*	Professor at New Bulgarian University, Expert at "Marketing and Communications" (Austrian company), Certified Trainer under USAID training methodology	Communication Skills and Effective Sales; Business Communication and Correspondence	088/ 345 338 nsavova@mbox.infotel.bg
30	Margarita Atanassova*	Associate Professor, University of National and World Economy Certified Trainer under USAID training methodology	HR Management	088/ 232 293 matanass@mb.bia-bg.com
31	Daniela Feschiyan, Dr.Sc.	Senior Assistant Professor, University of National and World Economy, Guest Professor at Leicester University, UK and Certified Trainer of IAS	Bank Accounting	087/ 232 313 edi@mbox.digsys.bg
32	Boyan Durankev, Dr.Sc.	Associate Professor, University of National and World Economy, Consultant, Ministry of Education	Integrated Marketing Communications; Public Relations	
33	Boychinka Yonkova	Certified Public Accountant, Lecturer at the University of National and World Economy, certified instructor on IAS	Managerial Accounting	088/ 584 614
34	Lilia Rangelova	Certified Public Accountant, Lecturer at the University of National and World Economy	Managerial Accounting	0489/ 36 860 l_rangelova@yahoo.com
35	Antoniya Parcheva	Senior lecturer in English, University of National and World Economy, Member of the Union of Translators and Translator for USAID Projects	English	02/ 75 05 73 Aparcheva@paraflow.bg
36	Kalina Bratanova	Senior lecturer in English, University of National and World Economy, Member of the Union of Translators and Translator for USAID Projects	English	02/ 68 51 02 pulsart@aster.net

37	Anguel Marchev, Dr.Sc.	Associate Professor, University of National and World Economy	Financial Markets and Instruments	02/ 983 39 91 angelm@unwe.acad.bg
38	Elizabeth Vatchkova*, Dr.Sc.	Professor, International University Human Resource Management Certified Trainer under USAID training methodology	The Effective Sale Change Management	088/ 926 836 vatchkov@mb.bia-bg.com
39	Anatoliy Antonov, Dr.Sc.	Manager, "Euro Risk System"; Chief Advisor at MUCH_NET A.G., Germany; Lecturer in investment analyses, Economic University, Varna	Assessment of Market and Credit Risk	(to be contacted through Orlin Zinoviev - at: 02/ 953 16 21; 088/ 730 108) antonov@eurorisksystems.com
40	Bistra Anachkova	Senior Scientific Researcher, Professor at the Technical University and High School of Mathematics	Computer Training	
41	Milena Yaneva		Computer Training Certified Program Ms Office	
42	Colonel Plamen Popov	Head of Division, Police Faculty, Higher Institute for Promotion of Officers and Scientific Research, Ministry of the Interior	Security Measures against Armed Bank Robberies	02/ 982 93 66
43	Lieutenant-colonel Hristo Ivanov, Associate Professor	Deputy Dean, Police Faculty, Higher Institute for Promotion of Officers and Scientific Research, Ministry of the Interior	Security Measures against Armed Bank Robberies	02/ 982 27 23 централа: 9829/2204 (вътр.370)
44	Tzanko Tzankov*	Psychologist, Analytic Psychotherapy 23, Tzar Samuil St. Certified Trainer under USAID training methodology	Communication Skills and Effective Sales	02/ 52 01 17; 088/ 498 547
45	Todor Krastev	Certified Public Accountant	2002 Legal Accounting for Business Entities	
46	Hristo Mavrudiev	Certified Public Accountant	2002 Legal Accounting for Business Entities	

			IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
60	Momchil Chergarski	Audit manager, member of the association of certified expert-accountants, ACCA, Great Britain	IAS 37 Provisions, contingent assets and liabilities IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
61	Konstantin Petkov	Specialist in auditing, member of the association of certified expert-accountants, ACCA, Great Britain, successfully took the exams for CFA (certified financial analyst)	IAS 37 Provisions, contingent assets and liabilities IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
62	Chrstian Szylar	Vice-president of Mizuho financial group, Luxembourg, Head of Internal control and Law issues department , Cargolux Airlines International SA	Financial Crimes. Money laundering.	
63	Ivan Valchev		Bases of the practical assessment	
64	Vesselina Geneva		Bases of the practical assessment	
65	Anton Mihaylov	Bulgarian Association of business assessors	Certified programs: Bases of the practical assessment Machinery and equipment assessment	
66	Ivan Todorov	Senior Scientific Researcher, Doctor of Science, Manager of "Denel" Ltd.	Credit analysis	
67	Rositsa Vaklinova	Teacher	German language for beginners	
68	Alen Godio	Head of "Capital Markets" department, Societe	Derivative Products	

		Generale, Luxembourg Consultant for Deloit and Tush, Luxembourg Consultant with the French Ministry of education		
69	**Rumen Simeonov**	Director of "Supervision policy and methodology" direction, BNB	Comments on Regulation 9 from December 19 2002: For Assessment and Classification of bank risk expositions and Formation of provisions for depreciation losses	
70	**Petya Tsekova**	Chief Economist, UBB	A series of seminars: Situation analysis by branches Trends in the agricultural development in Bulgaria and the Common Agricultural Policy of the EU	
71	**Lilia Dilkova**	Chief executive of Kaloyan, BDSK regional branch	Management of a bank branch	
72	Milanka Slavova, Dr. Sc.	Associate professor in "International Economic Relations" department, Lecturer in marketing and innovation management in New Bulgarian University and under the City University programs in Bulgaria. Specialist in the marketing of the USA, Japan, Great Britain, Denmark and Greece	Promotional policy	
73	Nevyana Krasteva, Dr. Sc.	Director of the Center for training specialists with the Ministry of Economy, member of the American Marketing Association and the European Management Association, associate professor in marketing and international business in "St. Kliment Ohridski" Sofia University, New	Promotional Policy	

		Bulgarian University, City University, Seattle, International University, Porthsmoth		
74	Zlatko Zlatev, Dr.	Managing Director of the Bulgarian – Bavarian center for quality, qualification and management	Quality management in banking	
75	Emil Papazov	Doctor of economics	Quality management in banking	
76	Krastina Mitichcva	Lecturer in the National training center with "Customs" agency	Procedures - regimes of deferred payment, customs economic regimes and related securities	
77	Ivan Kosturski	Chief Legal Adviser, Legal Issues Department at the Central Office of Customs Agency	Bank Guarantees, Designed for the Customs, Procedures-regimes of deferred payment, customs economic regimes and related securities	02/ 9859 4324 Ivan.Kostourski@customs.government.bg
78	Kamen Kovachev, Dr.	Lecturer in "St. Kliment Ohridski" Sofia University	PR and Advertising	
79	Andre Taiman	ATTF, Luxembourg	Credit Management	
80	Ivan Stoyanov	Senior Legal Adviser, BNB	European banking law	
81	Borislav Naidenov, Dr	International experience as expert and consultant under projects of IBRD, EBRD, USAID, PHARE, UNFAO; author of 15 books and over 200 articles in banking and insurance, commercial and financial law, trade finance, international relations and national security; lecturer in finance and legal sciences in "St. Kliment Ohridski" Sofia University, the Bank Center for training and development and the University of National and World Economy, Sofia	Specific pledges	
82	Todor Mindilikov	Freelance consultant in the HR management	Social network building	
83	Alexander Nikolov	Chief technical analyst and head of International	Improving the financial markets analysis	

		Capital Markets department in Karoll financial house, financial manager in Likora Ltd. – organization for personal and corporate development	via Eliott wave theory	
84	**Stoyan Manolov**	Director of "Financial Supervision and Analyses" direction, BNB	Analysis of bank financial performance on the basis of IAS	
85	**Raika Ontsova**	Chief auditor, BNB	Internal Audit	
86	Zornitsa Stefanova*	Managing director of Kompass Ltd., certified trainer under USAID training methodology	Face-to-face selling skills	
87	**Rosssen Grozev**	Legal adviser in Banking department, BNB	Changes in foreign exchange regime of Bulgaria, interaction with the payment transactions of commercial banks and the measures against money laundering	
88	**Ivan Getsov**	Bankservice AD	Credit register building in Bulgaria	
89	Gorm Rasmussen		IAS	
90	Daniela Durina		IAS	
91	Milena Mladenova		IAS	
92	Marii Apostolov		IAS	

NB! The names in bold – instructors, who work in banks.
The names, marked with * - instructors, who are Certified Trainers under USAID training methodology

LIST OF SELECTED IBI INSTRUCTORS (Excluding Barents Group Instructors)
IBI Short-term Training Program

N	Instructor:	Position:	Seminars:	Contact Information:
1	**Krassimir Kostadinov**	Chief Expert, "Banknotes and Coins" Division, BNB 1, Alexander Battenberg Sq.	Cash and Tellers Transactions in Foreign Currency	02/ 9145 1349 kostadinov.k@bnbank.org
2	**Svetlozar Karaneshev**	Chief Executive of Bulgaria Invest Former Chief Executive, Issue Department, BNB 1, Alexander Battenberg Sq.	Investment Management	02/ 9145 1872 skaraneshev@bank.allianz.bg
3	**Lyudmil Anachkov, Eng.**	Senior IT specialist, Software Programs Division, BNB 1, Alexander Battenberg Sq.	Financial Markets and Instruments Bonds and bond markets	02/ 9145 1307 ludmil.anatchkov@bnbank.org
4	**Milan Drandarov***	Senior Manager, Documentary Payments, International Bank Operations Biochim Bank 1, Ivan Vazov St. Certified Trainer under USAID training methodology	Bank guarantees in international trade International payments	088/ 818 945 mdrandarov@biochim.com
5	**Evgeni Bonev**	Director, International Payments Department Central Cooperative Bank 103, G.S. Rakovski St.	Foreign Currency Cheques, Documentary Payments	02/ 926 62 41 e.bonev@ccbank.bg
6	**Plamen Todorov**	Head, Lending Department Municipal Bank 6, Vrabcha St.	Risks in credit transactions	Tel: 02/ 930 02 80; Fax: 02/ 981 86 01 PTodorov@actabg.net
7	**Emanuela Nikolova***	Risk Manager, Raiffeisenbank Certified Trainer under USAID training methodology	Credit Management System	Office tel: 02/ 9198 5143 emanuela.nikolova@rbb-sofia.raiffeisenbank.at
8	**Lyubomir Karimanski**	Specialist, Card Payments University of National and World Economy	Bank Cards Payments through the international organizations – VISA and	02/ 930 72 71 lyubok@roseximbank.bg

		Bank Cards Department Roseximbank 17, Lege St.	MasterCard	
9	**Sofka Simonova**	Certified Appraiser, Head, Problem Loans United Bulgarian Bank 5, Sveta Sofia St.	Real Estate Transactions, Mortgages and Pledges	02/811 23 13
10	Krassimir Hadjidinev	Managing Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 krassimir.hadjidinev@kpmg.bg
11	Margarita Goleva	Director, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 margarita.goleva@kpmg.bg
12	Nikolay Gurnev	Manager, KPMG 37, Frityof Nansen St.	Financial Instruments Accounting	02/ 980 53 25 nikolay.garnev@kpmg.com
13	Margarita Atanassova*	Associate Professor, University of National and World Economy Certified Trainer under USAID training methodology	HR Management	088/ 232 293 matanass@mb.bia-bg.com
14	Anguel Marchev, Dr.Sc.	Associate Professor, University of National and World Economy	Financial Markets and Instruments	02/ 983 39 91 angelm@unwe.acad.bg
15	Elizabeth Vatchkova*, Dr.Sc.	Professor, International University Human Resource Management Certified Trainer under USAID training methodology	The Effective Sale Change Management	088/ 926 836 vatchkov@mb.bia-bg.com
16	Anatoliy Antonov, Dr.Sc.	Manager, "Euro Risk System"; Chief Advisor at MUCH_NET A.G., Germany; Lecturer in investment analyses, Economic University, Varna	Assessment of Market and Credit Risk	(to be contacted through Orlin Zinoviev - at: 02/ 953 16 21; 088/ 730 108) antonov@euroriskysystems.com
17	Tzanko Tzankov*	Psychologist, Analytic Psychotherapy 23, Tzar Samuil St.	Communication Skills and Effective Sales	02/ 52 01 17; 088/ 498 547

		Certified Trainer under USAID training methodology		
18	Toshko Poptolev		IAS	
19	Ekaterina Dimitrova*	Marketing Director, Financial Services GEORAD 61 Holding Certified Trainer under USAID training methodology	Marketing and Advertising Communications Marketing of Financial Services	Office tel: 02/ 929 11 85; Mobile: 088/ 406 193 Jeliazkova@abv.bg
20	Silvia Peneva	National Director on auditing, certified expert accountant	IAS 37 Provisions, contingent assets and liabilities IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
21	Momchil Chergarski	Audit manager, member of the association of certified expert-accountants, ACCA, Great Britain	IAS 37 Provisions, contingent assets and liabilities IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
22	Konstantin Petkov	Specialist in auditing, member of the association of certified expert-accountants, ACCA, Great Britain, successfully took the exams for CFA (certified financial analyst)	IAS 37 Provisions, contingent assets and liabilities IAS 32 Financial Instruments: announcement and presentation IAS 39 Financial Instruments: Acknowledgment and Assessment	
23	Milanka Slavova, Dr. Sc.	Associate professor in "International Economic Relations" department, Lecturer in marketing and innovation management in New Bulgarian University and under the City University	Promotional policy	

The names, marked with * - instructors, who are Certified Trainers under USAID training methodology

LIST

of the Instructors from the Short-term Qualification Program for 2000

1. Chavdar Rissin – "Corporate Clients" Department, BNP Dresdner Bank;
2. Radoslav Nedyalkov – Chief Financial Officer, "Nadezhda" investment company and lecturer at the Economic Faculty of "St. Kliment Ohridski" Sofia University;
3. Evgeni Ranguelov – Certified Public Accountant;
4. Aspassiya Petkova – Head of "Social Security Methodology and Contributions" Division, National Institute of Statistics (NIS);
5. Ganeta Minkova – Ph.D. in Law, tax policy lawyer;
6. Peter Crouch – Authorized instructor for SWIFT;
7. Radoslav Tzonchev – Chairman of the State Securities and Stock Exchanges Commission;
8. Anguel Kalaidjiev - Expert in the Economic Policy Commission at the National Assembly and lecturer at the Law Department of "St. Kliment Ohridski" Sofia University;
9. Valeri Dimitrov – Legal Adviser to the Managing Board of BNB;
10. Antoniya Parcheva – Senior lecturer, teaching English at the University of National and World Economy;
11. Kalina Bratanova – Senior lecturer, teaching English at the University of National and World Economy;
12. Alexander Matrozov – Manager, BORIKA;
13. Valentin Sabev – Head of "Information Technologies" Department, UBB;
14. Borislav Belazelkov - Judge at the Supreme Court of Appeal;
15. Georgi Petkov - Head of "Money Market Instruments" Division, BNB;
16. Lyuben Ivanov – Director of "Currency Issue and Cash" Directorate and Chief Cashier, BNB (until September 2000);
17. Ruoumyan Chobanov – Director of "Currency Issue and Cash" Directorate and Chief Cashier of BNB;
18. Radoslav Kouzmanov – Head of "Development and Counterfeit" Division, BNB, (until September 2000);
19. Krassimir Kostadinov – Head of "Development and Counterfeit" Division, BNB;
20. Nikolai Mihailov – Director of "Business Developments" Directorate, UBB;

21. Jean-Louis Guarniero – Lecturer at the Institute of Banker Training (IFBL), Luxembourg, with an extensive professional background at KPMG Banque Paribas, Luxembourg;
22. Daniela Vladimirova - Executive Director of "Rodina" Pension Fund;
23. Veneta Ilieva – Specialist "Investments" Department, Bulgarian - American Credit Bank;
24. Madlen Mineva – Broker, BNP Dresdner Bank;
25. Georgi Marinov – Manager of "Datamax" LLC;
26. Serafim Petrov – Ph.D. in Economics, Professor at the Technical University, Gabrovo;
27. Tanya Lazarova - Director of "Marketing" Directorate, UBB (currently Director of "Marketing" Directorate, Allianz Bulgaria Holding);
28. Alexander Georgiev – Director of "Marketing" Directorate, UBB;
29. Dimitar Mitev – Head of "Strategic Planning, Analysis and Organization" Division, Biochim Bank;
30. Andrei Genev – Specialist "Investments" Department, Bulgarian - American Credit Bank;
31. Maria Chakarova - Director of the Autonomous Research Institute for Strategic Analyses;
32. Miroslav Yordanov – Director of "Concessions and Risk Analysis", the Autonomous Research Institute for Strategic Analyses;
33. Svetlana Paunova - Head of "Central Cashier" Division, BNB;
34. Bill Campbell – Vice President and Manager of the Credit Training and Development Division for the Western Region of Bank One of Arizona; independent consultant/trainer with Barents Group LLC, University of Delware, M.A.S. International, Central Asia American Enterprise Fund and the American Bankers Association;
35. Carlene Crnkovich – Vice President and Managing Dealer of US Bancorp, Minneapolis, Minnesota, a major U.S. bank in the United States; instructor in foreign exchange at Bankers Training Institutes in Ukraine, Georgia and Armenia;
36. Maureen Berry – Associate Processor of Accountancy at University of Illinois, USA ; an internationally recognized instructor and consultant on matters of Internal Audit, Internal Controls and International Accounting Standards ;

37. Roje Klaesens – Lecturer at the Institute of Banker Training (IFBL), Luxembourg with an extensive background at the American Bank NT&SA as a regional director for North Africa and Malta and at Credit Lyonnais, Rotterdam as a regional manager, as well as a consultant in economics and banking for Citibank, Societe Generale, Eurobank, Elada Bank, etc.;
38. Birgit Moschitz – Head of "Human Resource Management" Department, Raiffeisenbank;
39. Stefan Konstantinov – Chief Expert at "Human Resource Management" Directorate, Biochim Bank;
40. Lyudmila Stoeva – Director of "Human Resource Management" Directorate, Biochim;
41. Iveta Mircheva – Head of " Human Resource Management" Directorate, ING Bank;
42. Rossitsa Milyankova – Training specialist in the "Personnel Management" Division, Bulbank;
43. Elena Terzieva – Director of DSK Bank Academy;
44. Krassimir Yordanov - Head of "Personnel Management" sector, UBB;
45. Stefanka Simeonova – Head of "Labour Law" Division, Ministry of Labour and Social Welfare;
46. Illiya Nikolov – Member of the Managing Board of the Taxpayers' Union, deputy editor-in-chief of "Tax Expert" magazine, Deputy Minister of Finance and Head of "Tax" Administration during 1991 - 1992;
47. Dimitar Nikolov – Head of "Methodology and Control" Division, BNB;
48. Jean Pierre Antoine - Authorized instructor for SWIFT;
49. Anatolii Antonov – Manager of "EuroRisk Systems", LLC and Associate Professor at the Technical University, Varna;
50. Snezhana Stefanova – Head of "Analyses and Projections" Department, Corporate Bank;
51. Ilian Zafirov - Head of "International Payments" Department, Corporate Bank;
52. Marina Stoicheva - Head of "Budget" General Directorate, Ministry of Finance;
53. Dimitrina Tasheva - Chief project design specialist, Bankservice;
54. Rossitsa Boncheva - Lecturer for FLAG Consortium, with an extensive background in international payments.

LIST

of the Instructors from the Short-term Qualification Program for 2001

1. Dimitar Nikolov – Head of "Currency Reserve" Section, BNB;
2. Krassimir Kostadinov – Chief Expert, "Banknotes and Coins" Division, BNB;
3. Svetlana Paunova - Head of "Central Cashier" Division, BNB;
4. Lyuben Ivanov – Director of "Cash Center", UBB;
5. Georgi Petkov - Head of "Money Market Instruments" Division, BNB;
6. Marina Stoicheva - Head of "Budget" General Directorate, Ministry of Finance;
7. Dimitrina Tasheva - Chief project design specialist, Bankservice;
8. Rossitsa Boncheva – Head of "International Payments" Division, Encouragement Bank;
9. Daniela Vladimirova - Executive Director of "Rodina" Pension Fund;
10. Ivailo Botev – Manager, "Development" Division, BACB;
11. Lyubomir Karimanski – Specialist, Card Payments, lecturer at the University of National and World Economy;
12. Antoniya Parcheva – Senior lecturer, teaching English at the University of National and World Economy;
13. Kalina Bratanova – Senior lecturer, teaching English at the University of National and World Economy;
14. Anne – Sophie Valragence – Instructor, SWIFT;
15. Hubert Van de Vivers - instructor, ATTF;
16. Vassil Mrachkov – Professor, Bulgarian Academy of Sciences, "St. Kliment Ohridski" Sofia University;
17. Ivan Stoyanov – Senior legal adviser, Legal Department, BNB;
18. Anguel Marchev – Associate professor, Ph.D., Eng., "Management" Department, the University of National and World Economy;
19. Lyudmil Anachkov - Senior IT specialist, Information Technologies Department, BNB and a part-time lecturer at the University of National and World Economy;
20. Serafim Petrov – Professor, Chief Executive Director, Center for Small and Medium-sized Enterprises, Bulgarian Industrial Association;
21. Todor Velev – Associate professor, Head of Finance and Banking Department, Technical University, Gabrovo;

22. Albena Simeonova – Free lance attorney and a lecturer in English;
23. Ilian Zafirov – Procurator, Head of "International Payments" Department, Corporate Commercial Bank;
24. Bistra Ananchkova – Lecturer at the University of National and World Economy;
25. Elizabeth Vachkova – Professor, Dr. Sc., lecturer at the University of National and World Economy.

Appendix K

FEEDBACK FROM PARTICIPANTS IN IBI SHORT-TERM COURSES
SUGGESTIONS AND SEMINAR TOPICS
May 2003

SEMINAR	SUGGESTIONS	TOPICS
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (10-11 May, 2003)	1) Longer duration of seminars – recommended by 2 participants 2) More time should be dedicated to practical issues 3) The seminar should be longer, so that more time can be allocated to reviewing the material prior to the test 4) The training should continue more days, so that we have more time to review and structure the subject under discussion. A more comprehensive comment on the counterfeit local and foreign currency issues in circulation. 5) Seminars should be organized more often.	1) Bank Accounting 2) Discussion on legal issues 3) Accounting – recommended by 2 participants
SPECIFIC PLEDGES (15-16 May, 2003)		1) Civil Procedural Code 2) Penalty Procedural Code and Penalty Code 3) Securities – recommended by 2 participants 4) Bank operations 5) Bankruptcy 6) Electronic banking 7) Measures against money laundering
CREDIT MANAGEMENT SYSTEM (21-23 May, 2003)	1) More practical exercises and case studies 2) Such seminars should continue longer 3) A comprehensive financial analysis, concerning decisions on business lending	1) Face to face selling skills 2) Analysis of financial markets 3) Financial institutions analysis 4) A better organization in terms of readiness with the course materials 5) Credit analysis of micro businesses

FEEDBACK FROM PARTICIPANTS IN IBI SHORT-TERM COURSES
SUGGESTIONS AND SEMINAR TOPICS
April 2003

SEMINAR	SUGGESTIONS	TOPICS
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (11-12 April, 2003)	1) The seminar should last longer, whereas during the practical exercises a benchmark should be used – for example: an authentic banknote in USD and a fake one. 2) The training should have a longer duration – recommended by 7 participants 3) Seminars should be conducted more often and continue longer	1) Courses in English – Stefka Popova (tel. 93 91 158) 2) Non-cash (Book entry) foreign currency payments and payment systems 3) Courses in English
BANK GUARANTEES IN INTERNATIONAL TRADE (17 April, 2003)		1) Letters of Credit
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (19-20 April, 2003)	1) Refreshing courses (to update the acquired knowledge) 2) Samples and visual materials, related to the specific topics 3) More frequent training related to the latest trends in the area of foreign exchange. The seminar should continue longer and visuals should be used. 4) Introduction to the latest trends - recommended by 2 participants 5) Seminars should be conducted more often – recommended by 7 participants 6) Direct contacts 7) Training should be conducted in smaller towns too.	1) As regards cash and tellers transactions, regular seminars should be organized for reviewing the latest changes 2) New trends – recommended by 2 participants
MARKETING OF FINANCIAL SERVICES (24-25 April, 2003)	1) Longer duration – one seminar or a seminar with a follow-up 2) The beginning and end class hours are not observed, according to the preliminary schedule.	

FEEDBACK FROM PARTICIPANTS IN IBI SHORT-TERM COURSES
SUGGESTIONS AND SEMINAR TOPICS
March 2003

SEMINAR	SUGGESTIONS	TOPICS
INTERNATIONAL PAYMENTS – MODULE A "DOCUMENTARY COLLECTIONS" (4-5 March, 2003)	1) More visuals 2) The examples should be related to the contemporary banking practices in Bulgaria, rather than the "classical" cases. 3) Real life examples	1) Documentary Letters of Credit 2) Correspondent Banking 3) Guarantees
FOREX CHEQUES (14 March, 2003)	1) A more comfortable room. Everything else has been at the necessary level.	1) Letters of Credit
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (15-16 March, 2003)	1) More courses 2) Longer duration of training	1) Foreign exchange
COMMUNICATION POLICY (18-19 March, 2003)	1) The seminar should continue longer. It must be known in advance what languages are spoken by the course participants.	1) Greater focus should be placed on the basic elements of Integrated Communication Policy – PR + face to face selling skills + direct marketing. 2) PR and advertising on the banking sector.

DERIVATIVES – Seminar of ATTF (17-19 February, 2003)	1) The training room was small and uncomfortable, all the rest was O.K. 2) A longer seminar, a follow-up seminar with the same instructor (Mr. Alain Godio) 3) More time should be allocated for the same volume of material (for example 1-2 weeks)	1) Derivatives – Advanced 2) FX Options – as a separate seminar 3) Marketing of financial services

FEEDBACK FROM PARTICIPANTS IN IBI SHORT-TERM COURSES
SUGGESTIONS AND SEMINAR TOPICS
February 2003

SEMINAR	SUGGESTIONS	TOPICS
COMMENTARY ON REGULATION № 9 (4 February, 2003)	More practice-oriented focus; however a model for discussion has not been presented.	
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (11-12 February, 2003)	1) The seminars should be organized more often 2) More frequent courses for upgrading one's qualification 3) The courses should be longer, at least 5 days 4) More frequent focus discussions on professional issues 5) Refreshing courses (for updating the acquired knowledge) should be organized more often.	1) All changes and latest trends 2) Types of cheques; how cheques payments are processed in Bulgaria 3) Types of cheques, recognized in Bulgaria 4) Types of credit cards 5) Introduction to the latest changes 6) Introduction to the latest trends in banking 7) Additional introduction to all new amendments, approved by BNB 8) Current update of foreign exchange operations 9) Topics related to the accounting operations, the chart of accounts, etc.
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (15-16 February, 2003)	1) More practical exercises 2) Longer duration of seminars 3) The volume of materials requires more hours of instruction.	1) Letters of credit and guarantees
INTERNATIONAL PAYMENTS – MODULE A "DOCUMENTARY COLLECTIONS" (20-21 February, 2003)	1) Practice-oriented discussions – with specific real life examples 2) More practical examples, more discussions during the lecture	1) Letters of credit 2) SWIFT 3) Bank guarantees 4) Foreign currency transfers between legal entities; fees and commissions. 6) Express foreign currency transfers 7) Fraud 8) Electronic payments
CASH AND TELLERS TRANSACTIONS IN FOREIGN CURRENCY (DSK BANK) (22-23 February, 2003)		E-commerce with securities, foreign exchange, indexes
CREDIT ANALYSIS (24-26 February, 2003)	1) More practice-oriented discussions	

Learning Priorities Worksheet

Instructions

Use the following worksheet to prioritize the topics of the Basi[redacted]s [redacted]ourse. Base the priorities in order of your needs and interests. Use the following rating scale.

A = High need or interest
B = Medium need or interest
C= Low need or interest

Priority	*Unit/Topic*
	Unit 2 Selection and Placement
A,A,A,B,A,B,A,A,B,C – **6A**	• Job analysis and job descriptions
C,C,B,A,A,C,C,C,C,C – **7C**	• Recruiting
C,C,B,B,A,C,B,C,C,B – **5C**	• Interviewing and selection
A,A,B,A,B,A,C,B,C,A – **5A**	• Staff planning
B,B,A,A,B,B,A,A,A,A – **6A**	• Career development and management succession planning
	Unit 3 Performance Management
B,B,B,B,A,B,C,A,B,A – **6B**	• Establishing individual/team performance expectations
B,B,A,A,B,C,A,B,A,B – **5B**	• Employee motivation, feedback and coaching
A,A,A,B,A,A,B,A,B,A – **7A**	• Performance appraisals
A,A,A,C,B,B,A,B,A,B – **5A**	• Employee communication and involvement programs
	Unit 4 .....Training and Development
A,A,B,A,B,B,C,A,A,A – **6A**	• Training needs assessment
A,B,A,A,B,C,B,B,A,B – **4A/B**	• Training plans
B,C,A,A,B,C,A,B,A,C – **4A**	• Developing, selecting and delivering training
	Unit 5 .....Compensation
B,A,B,B,A,A,A,A,C,B – **5A**	• Compensation philosophies and practices
A,A,A,C,A,A,A,A,B,A – **8A**	• Pay structures

Topics, according to degree of importance:

1) Pay structures
2) Performance appraisals
3) Job analysis and job descriptions
4) Career development and management succession planning
5) Training needs assessment
6) Staff planning
7) Employee communication and involvement programs
8) Compensation philosophies and practices
9) Developing, selecting and delivering training

ADDITIONAL COMMENTS:

1) According to me the training should be specifically targeted at the officials from Human Resource Department. The interrelation with the line managers is OBLIGATORY. However, this type of HR Management training should be conducted as an in-bank training program, due to the following motives:
   - the training should involve the strategy, mission and objectives of the organization;
   - different banks ascribe different priority to the specific topics, which are considered important and up-to-date;
   - the line managers are many – can we get all of them together for 1 seminar, designed only for 1 bank? What about all the banks?

Line Managers – the process of attestation; training needs assessment; interviewing the prospective employees; the training objectives and how to upgrade the qualification; How to take a decision?

2) Line Managers:
   - Training;
   - Appraisals;
   - Motivation;
   - Recruitment and Selection;
   - Job Description.

3) The most important topics are:
   - Assessment of the effects of training;
   - Staff evaluation systems;
   - Introducing the line managers to the Appraisal System;
   - Systems for establishing in-bank trainers.

   Concerning the line-managers (mainly in terms of branch managers) I think that the most important thing in implementing all the procedures in HR in branches is the effective communication and internal training of the line managers – in the procedures, ideas, mission of the HR in a bank.

4) Participation of line managers and HR managers; Time management – coordination of activities, improvement of the work organization, delegation of authority.

SUMMARY OF SUGGESTIONS
BY BARENTS GROUP COURSE PARTICIPANTS

COURSE/INSTRUCTOR	SUGGESTED FUTURE COURSES	COMMENTS AND SUGGESTIONS
CREDIT MANAGEMENT SYSTEM VARNA - BILL CAMPBELL	1) Active sales 2) Credit analysis 3) Problem loans – measures and guidelines 4) Bank management in the USA 5) Credit activities and liquidity management 6) Structuring of the credit portfolio and the bank's assets 7) Methods for analysis and risk management, concerning the credits in the investment and trading portfolios – distinctions 8) IAS 9) External capital financing of banks 10) Financing of investment projects and assessment of the return on capital 11) Extending credits to small-sized enterprises and new businesses 12) Bank management 13) Marketing of bank services 14) Personnel selection and recruitment 15) Risk management 16) Problem loans 17) Financing of privatization transactions 18) Topics, relevant to the real problems, faced by Bulgarian banks 19) Topics, regarding extending credits to physical persons and free lance professions. 20) Subjects related to the most effective steps, by which we can reach the international standards.	1) To include more practical tasks, case studies and real life examples 2) To review – cash forecast & cash budget 3) Provide a blank (ready) answer on the cash flow analysis after the exercise – comments, including concrete figures, on the cash flow structure by separate lines. 4) The course was very well organized and presented in a very accessible way. Useful practical implications based on rich expertise. 5) The volume of the course material was optimal and the instructor managed to adjust it to the audience's level. Things from everyday practice were summarized effectively, so the course participants did not get bored. The discussions were professionally delivered, highlighting the positive foreign experience in the credit management. The course materials are really useful. Perhaps, the credit portfolio management could have been further analyzed, but this will require additional classes. 6) The topics under discussion should account for the Bulgarian reality, because no matter that we aspire to international standards, we still work in the Bulgarian economic conditions. 7) Use your opportunities for influencing the Bulgarian institutions, concerning the compliance of the Bulgarian legal framework with that of developed economies. That should contribute to the banking

	Identifying the ways for a future cooperation between Bulgarian and European/American financial institutions.	system effectiveness. 8) Both the organization and delivery of the seminar were at the highest level. Part of the acquired skills I am going to apply in my immediate professional duties. 9) Too many topics were under discussion, considering the duration of the course. 10) Such seminars are extremely useful, in terms of unifying the business style and approach, applied by individual bank. Therefore bankers can prevent casual mistakes while making practical decisions. 11) The answers for case study exercises should be given in the textbook material.
CREDIT MANAGEMENT SYSTEM SOFIA – BILL CAMPBELL	1) Analysis of the collateral, types and risks 2) Treasury activities (capital markets, options, etc.) 3) E-commerce for banks 4) New products development 5) Selling of banking services (negotiation skills, etc.) 6) Credit cards – advantages and disadvantages 7) The role of the central bank 8) Cash flows - projections 9) Cash flows – analysis 10) Bank management 11) New bank products and services 12) Investment credits 13) Credit cards 14) Risk analysis 15) Asset and liability management 16) Financial analysis of a company 17) Bank-customer relationship 18) Cash flows under NAS 7	1) More profound financial analysis 2) Excellent trainer with very practical and balanced teaching approach. I am very satisfied with the seminar 3) When foreign instructors deliver lectures on certain topics, they should comply with the Bulgarian legal framework and environment; therefore the seminars will have practical relevance. 4) Possibility for using technical facilities 5) The differences in the legal framework shall be considered and outlined through comparative analysis

	19) Electronic banking	
PROBLEM LOAN MANAGEMENT - BILL CAMPBELL	1) Theory of analyses, used in banking practices in the West 2) Cash flow analysis 3) Courses, related to legal regulations 4) Review of different methods of credit risk analysis, applicable on a world scale 5) It would be useful to present in further detail the same issues, as regards the possibilities for collecting overdue claims, considering the Bulgarian legal framework. 6) Software for credit assessment and financial analysis 7) Capital markets 8) Risk management 9) Banking products 10) Corporate finance 11) Treasury risk analysis 12) Credit risk management 13) Loan portfolio management – specific ways of managing problem loans (case studies) 14) Management information systems – monitoring and reporting systems	1) Review of additional case studies, in view of accounting and financial analytical tools.
FOREIGN EXCHANGE AND INTERNATIONAL FINANCIAL MARKETS - CARLENE CRNKOVICH	1) Consolidated supervision 2) Capital adequacy, inclusive of market risk 3) Other derivatives trades /as inflation/ 4) Foreign currency control in the USA 5) Foreign currency loans in the USA 6) Topics related to the bank supervision systems and regulations in the Euro-zone. 7) Continuation of the discussed topics, more specific and not some marketing strategies.	1) I would like to attend courses, concerning mainly derivatives and the new instruments, traded on the international financial markets. 2) The topic is very comprehensive and one week is not enough for presenting and understanding all the aspects. More time should be envisaged for the case studies, so that they can be discussed in greater detail. 3) Since the course material has great volume, the course should be delivered within a longer period - two

	8) Derivatives, Options 9) Settlement and clearing of eurobonds.	weeks for example. 4) More practical tasks and more tests should be included in the program. 5) Interpreters should use some other means of speaking I mean microphones. This may be time saving. 6) Classroom interpretation should be provided only for those, who would like.
INTERNAL AUDIT I - MAUREEN BERRY	1) Technical skills in auditing – SWIFT, credit and debit cards, electronic banking, IT – activity. 2) Prevention of unauthorized access to the bank's information system. 3) Risk assessment – specific procedures and tests 4) International Auditing Practices 5) Financial audit of foreign exchange operations (by type of transactions and instruments) 6) Course, aimed at acquiring skills for performing audit in the intricate specific audit areas: IT, treasury and international payments. 7) Technical skills in auditing – SWIFT, credit and debit cards, electronic banking 8) Audit programs for auditing head office functions: - Operations; IT.	1) Organization of regular seminars 2) I think the instructor is appropriate to deliver a seminar on "International auditing practices" 3) The seminar has completely covered the key principles and methods of internal audit practices. The course materials, delivered to the participants, contain comprehensive information on the internal audit requirements. The case studies, which have been discussed in detail, fit into the seminar objectives. 4) In order to perform effective audits and adequately address audit risks, audit professionals must be kept up-to-date with developing new banking products to a level of proficiency. Such training is not currently available in Bulgaria. This course was useful in its conceptual aspects.
INTERNATIONAL ACCOUNTING STANDARDS I - MAUREEN BERRY	1) Comparison between IAS and National Accounting Standards (NAS). 2) Tax treatment of bank operations 3) Accounting for investment 4) Banks in relation to VAT. 5) Other IAS, which has not been reviewed at this seminar. Differences between national and	1) More specialized courses with various examples from accounting practices. 2) Lack of practical aspects, to be illustrated by accounting examples 3) The instructor should have been partly acquainted with the NAS. The lectures should cover mainly examples from real life practice.

	international accounting standards – in accounting terms. 6) Managerial accounting - Management Information Systems 7) Topics, related to accounting and legal aspects: a) Electronic banking; b) Corporate securities; c) Commercial paper. 8) Bank Analysis 9) Ratings 10) Macroeconomic Analysis – specialized course for commercial banks 11) Tax issues, related to the taxation of revenues, expenditure, etc., in compliance with the current Bulgarian legal regulations.	4) Future seminars should focus on additional practical aspects. 5) More practical examples. 6) More frequent courses, dealing with actual accounting practices. 7) It would be more useful, if the theoretical material incorporates more practical examples with specific accounting operations reporting – by items. 8) More accounting practices to be discussed – with concrete examples. 9) Future seminars on IAS with more detailed review of accounting practices. 10) If possible, more practical examples should be presented. 11) Develop long-term programs on preparation for exams on obtaining international certificates, such as CPA, CFA, CMC, etc.
INTERNAL AUDIT 2 - MAUREEN BERRY	1) Bank's balance sheet analysis; Mergers and acquisitions of financial institutions; Assessment techniques. 2) Bank marketing and management; International payments - cheques and cards. Credit transactions and bank accounting. 3) Offshore zones/banks and respective cash transfer, survey of transactions and funds, related to "the money laundering". 4) Measures against money laundering; Security of Internet-based electronic payments; Profiling of potential "internal fraudsters".	1) The instructor has said quite interesting and useful things, which were not included in the textbook materials. As far as I remember, some of them were taken from a book, containing the International Auditing Standards. I could not take down all the notes, I wished to. It would have been better if the additional items had been included in the set of materials or delivered additionally. In general, I suggest that all issues, covered by the instructor, should be included in the textbook materials. 2) The examples should reflect banking practices. 3) The case studies should be based on the banking sector. Specific cases, concrete techniques. 4) Practical assignments should be further emphasized during forthcoming seminars. Case studies should be

		more detailed. 5) I am very happy that I had the chance to attend this course. Therefore my suggestion is to organize similar seminars 3-4 times a year. It will be useful to invite as instructors leading professionals in the respective field from Bulgaria and abroad. 6) The case studies should reflect the specific banking practices in Bulgaria. I am satisfied with the high level and efficiency of this seminar. 7) More detailed and comprehensive presentation of issues, without every time starting from the initial basic concepts - A&B. Higher level of upgrading fundamental knowledge. 8) Review and discussion of more case studies.
INTERNATIONAL ACCOUNTING STANDARDS 2 - MAUREEN BERRY	1) Bank services and technological development in the transition period - regular seminars on the same topic. 2) A more comprehensive course on IAS, although it might be time-consuming. 3) Detailed comparison between IAS and the corresponding Bulgarian international standards - similarities and differences. 4) Financial instruments – IAS 32 and 39. 5) VAT in banking; Off-balance sheet items, reviewed from an accounting point of view. 6) Topics, concerning taxes payable by banks under current effective legislation. 7) Fixed assets; Salary and remuneration; Social security payments. 8) A more profound review of part of IAS, especially those, which still have insignificant practical application in Bulgaria.	1) The seminars (longer ones) should be organized after the year-end fiscal closing, not in the busiest time for accountants. 2) After reviewing theoretical aspects, more case studies should be solved in view of specific practical implications. I consider that extremely important. 3) The topic IAS requires a longer period of training. 4) The seminar should highlight more practical aspects. The analysis of specific case studies from the accounting practice would be interesting. 5) More practical case studies, illustrating the respective IAS.

CUSTOMER SERVICE I - LYNDA SWENSON	1) Customer Service, focused on corporate clients 2) Asset and Liability Management 3) Pricing of bank products and services 4) Criteria for segmentation of the customer base 5) Substitution of products in the process of developing new ones and their subsequent implementation 6) Distribution channels of bank products 7) Virtual banks - practical aspects, future developments 8) The best organizational structure in a bank 9) Internal audit in banks 10) How to negotiate with current and prospective customers (techniques, methods, etc.) 11) Product management in the banking system 12) Ideas for new banking products 13) Introduction of bank products 14) Methods for assessment of products and selling skills 15) Financial marketing – elements 16) System for assessment of bank personnel 17) Products and practices, which have not been applied within the Bulgarian banking practices 18) Topics, targeted at the banking system management, considering practical implications 19) The same topic, but in greater detail, i.e. the topic should be developed, for example, management of the program on effective customer service, etc. 20) Customer service strategies 21) Servicing corporate clients 22) Customer service peculiarities: retail - private banking customer	1) Good facilities and wonderful opportunities for networking! 2) Perfectly organized seminar! 3) A more detailed coverage of the customer service standards. 4) As for myself, I am very impressed with the course and especially with Linda's skills. I will share my points with the management of the bank, which I work for. I suggest that course participants should be given the opportunity to contact the organizers, and Lynda personally, in case of current problems and need of certain data. 5) I suppose that smaller banks will approve the establishment of a permanent training center. That center will be responsible for defining the topics, according to the banks' specific training needs. It was explicitly outlined in the course announcement, that the seminar is designed for managers, however in fact it suited higher level professionals. 6) The seminar was very well organized and delivered. It was very useful, but a way should be found to reach all the levels in the bank. 7) Thank you Lynda and Richard for the wonderful attitude! I hope we will meet again! 8) I would like to compliment you on the following: - very convenient time /half a day/ of the course, considering the opportunity not to leave work for the day; good selection of the course participants. 9) Increase in the number of role plays and simulations

	23) Communication channels within the organization 24) Private banking products 25) Motivation 26) Attracting new customers	
MANAGING CHANGE IN BANK OPERATIONS - LYNDA SWENSON	1) Assessment and control of bank risks 2) Managerial accounting 3) Management Information System - characteristics, functions and development 4) Structure of banks in the USA 5) Organizational structure of American banks - positions of employees 6) Measuring and increasing the productivity of separate activities in the banking sector 7) The list of courses, offered by Barents Group is comprehensive enough 8) Detailed research and solutions to the problems, regarding the application of changes 9) HR management and evaluation of personnel 10) Bank Exec International	1) A wonderful seminar! I would like to thank all the organizers! Thank you Linda! 2) To review also the unsuccessful attempts for managing changes in bank operations in the USA (so that similar mistakes can be avoided in Bulgaria) 3) The seminars should be focused on more practical issues 4) To emphasize further the analysis of effectiveness and to change the name of the course in order to highlight the effectiveness and the way to increase it. 5) I am satisfied with the material, the topics and the instructor. The volume of the material is too large, compared to the course duration; therefore we had to "gallop" through it. 6) I find the content of the course and the way of instruction very effective. Perhaps the strategic management and the methods of personnel evaluation should be further highlighted, considering the changes respectively analyzed.
BANK EXEC INTERNATIONAL - BILL CAMPBELL	1) Team building 2) Motivation 3) Risk analysis in bank management 4) Managerial Accounting - providing the foundation for taking management decisions 5) Market simulation models 6) Risk management 7) Credit risk management - credit, liquidity, foreign exchange	1) The translation of course materials is very professional 2) More time should be allocated to the introductory part - to clarify the functioning of the computer simulation model in order to avoid wrong solutions, due to incorrect completion of forms (e.g. credit rating growth, etc.) 3) The seminar turned out to be very beneficial for me. 4) Courses outside Sofia to keep us free from our day-to-

	8) Characteristics of product and service pricing, established on the corporate banking market 9) Bank card payments 10) Corporate banking – business relationship - banks - corporate clients 11) Product pricing in respect of corporate clients 12) Organizational aspects of different bank activities 13) Presentation skills 14) The leadership challenge 15) Product pricing - retail and corporate banking 16) The leadership challenge 17) Negotiation procedures 18) Product pricing, new product development 19) Strategic planning 20) Investment banking 21) Derivatives	day professional obligations 5) Very high professional background and performance of the instructor 6) More information on the organized courses shall be distributed among the respective institutions. 7) The organization of the course and the instructor were perfect!
BANK RESTRUCTURING - NORMAN BAXTER	1) Managing of Bank Insolvency 2) Bad Loans 3) Legal Framework of Bank Activities 4) Capital Markets 5) Mortgage Lending 6) Marketing Policy 7) Targeting of Clients 8) Securitization and Mortgage Bonds 9) Use of commercial papers as a substitute for bank credits 10) Investment banking transactions – mergers and acquisitions	1) The course was very beneficial, considering my professional responsibilities. The small number of participants contributed to detailed discussions.
BANK CARDS – TONY GRIER	1) Topics, related to the introduction of the electronic signature; the introduction of Euro-banknotes, cheques and operations with them. 2) Production functions, regarding the processing	1) A good seminar, a professional instructor, comprehensibility, since translation in Bulgarian is provided. Interesting matter, many things can be learned about the foreign experience in banking.

	control and security; Administrative support; Customer service – the procedures on obtaining a bankcard and submitting complaints. 3) Topics, more specialized in the area of bankcards. This activity has entered its initial stage and there is a vital need for more specialized professional information in the field of clearing and settlement in local and foreign currency card payments; chargeback. 4) Issuing and servicing of debit and credit cards, information exchange between the individual parties to a transaction – customer ⇔ customer's bank ⇒ Mastercard/Visa ⇔ merchant's bank ⇔ merchant. 5) Terms and requirements for participation of card issuers in the system of VISA, Europay. 6) Forms and methods of credit research. 7) IT Audit. 8) Accounting of bank operations. 9) Everything, pertaining to the card business. 10) Legal regulations on accounting operations with bank cards. Accounting of income and expense from bank card transactions. 11) Development of a capital market; contemporary financial instruments, etc. 12) Marketing of bankcard services; clearing and settlement; marketing of cheque services.	2) A good and beneficial course. Excellent impression of the instructor and the organization. 3) I expect more concrete and profound topics. 4) The seminar should be a half-day session (a morning one). 5) Considering that we are familiar with most of the theoretical material (to a certain extent), the practical issues shall be highlighted further. 6) The seminar has been very useful for me, because it expanded my view on the international experience in bankcard operations and it also gave me some new ideas. 7) A pleasant and beneficial week! We would like to be duly informed about new seminars with Mr. Grier as an instructor.
MARKETING OF FINANCIAL SERVICES – LYNDA SWENSON	1) Risk management; development of bank statistics (methodology) – contemporary methods; team work. 2) International bank accounting; internal control in banks.	1) Such seminars should be organized in the form of full-day sessions from 9 a.m. to 5 p.m. Thus, not involved in their daily responsibilities participants can concentrate entirely on the topics under discussions. 2) Such seminars shall include a greater number of

	3) Bank strategy and bank policy; capital markets; stock exchange and stock market operations. 4) Product development; market analysis; other bank's experience. 5) In-depth analyses of: product development; market surveys; CRM. 6) Asset and liability management – RAROC model. 7) Management of marketing teams; PR – image-making (institutional) and product – based. 8) PR of financial institutions; investor relations. 9) Develop the topic in greater detail with more numerical examples. 10) Mathematical and statistical methods in the process of investment management. 11) Marketing research (specific techniques); marketing planning (concrete review of all stages within the planning process). 12) Lending; Transactions in securities. 13) Topics, concerning specific methods for offering bank products; topics, highlighting the correct form of behavior towards individual clients and the ways for dealing with troublesome customers; manners of the bank employee, considering different situations. 14) New products: financial analysis, financial calculations, and legal parties. 15) Bank management; assessment of bank activities; profitability. 16) Electronic business; strategic cooperation with non-bank companies /insurance, mobile operators, Internet Service Providers - ISP/;	academic classes /full-day sessions are possible/; additional group work. 3) The duration of the course is too limited. 4) I would appreciate very much if USAID could help my bank to invite Lynda Swenson for seminars in Tbilisi, Georgia. 5) The topic can hardly be covered within 5 working days. Perhaps a more profound review of the issues within this program will be significantly more valuable, considering the needs of bank employees in the country. 6) The only problem with the seminar was the lack of time. 7) Thanks! 8) Excellent instructor! 9) The seminar was extremely useful and concrete, with a fantastic instructor. 10) I suggest that the following seminars be more specialized and focus on several specific techniques or case studies with more details. 11) The instructor has been exceptional. A rare compatibility between an instructor and an interpreter. 12) The seminar was delivered with exceptional quality – instructor, interpreter, textbook materials and organization. The only recommendations I can make are to conduct new seminars on financial topics, concerning new products. 13) The banking experience in the USA has been effectively presented. It will be useful to provide information on surveys, regarding the banking industry in Bulgaria. Lynda is a wonderful instructor, however instructors from former socialist countries,

	collection of marketing information and Customer Relationship Management /CRM/; 17) Management and methodology, ensuring branch office profitability. 18) Private banking; investment opportunities; portfolio management.	such as the Czech Republic, Poland, can be invited, because they have already undergone similar economic situations. 14) More practically oriented issues.(recommended twice) 15) Exceptional choice of the instructor and a very good translation. Score 7! It would be interesting to allocate more time for discussions among participants. The idea of constantly regrouping participants really appeals to me. 16) The seminar was well structured and perfectly animated. I personally have acquired useful knowledge, which I am going to apply in my job. Role-plays and film material can be included within courses with greater duration in the future. 17) A very beneficial, very synthesized and high-level seminar on the fundamentals of marketing. A future more detailed and profound training on the topics of analyses, price formation and products will be highly appreciated as a follow-up step.
CUSTOMER SERVICE – VARNA - LYNDA SWENSON	1) Communication / Different target groups; motivation of the staff and development of corporate culture; training "Making Decisions". 2) Everything, pertaining to the qualification of the bank employee... /presenting and offering bank products/. 3) Cross sales of bank products; marketing research (tools and methods); formation and qualities of a good team. 4) Links between the separate structural units within the bank. 5) Introduction to the advanced technologies in banking.	1) I am glad, because I have had the opportunity for establishing various beneficial contacts; certain group cultural events and entertainment during the spare time for the purposes of getting to know each other and providing the foundation of "team relationship" within the seminar itself. Objective – active subsequent contacts. 2) Very interesting presentation of the material, stimulating the active involvement of the class. 3) The seminar was interesting and useful and it will be my pleasure meet with you /IBI/ again. 4) Thank you for the wonderful time, which we have spent together. It was lovely!

	6) Introduction to the latest techniques and technologies in banking. 7) New technologies and products in the retail banking; international financial markets and transactions conducted on them. 8) Introduction to the new technologies and customer service development. 9) Interrelations between the participants in the bank's microenvironment. 10) Topics related to problems with credit card operations. 11) How to manage the quality of the service from the back office of a bank. 12) New software products; trends in the development of banks. 13) Servicing of various types of clients; conflict management; communication. 14) Topics related to different groups of clients. 15) Banking in the future; what qualities should the bank manager possess in order to be up-to-date, advanced and adequate; bank management within a team. 16) Business customer service – tools, approaches and techniques. 17) Customer service classified in specific categories – Consumer Credits, Credits to Business Clients, Account Acquisition, and Foreign Currency. 18) Informal communication with clients outside the working time schedule. 19) The topic should be divided into two sub topics: CS for managers and CS for executive officers. 20) Concrete quantitative methods for measuring the	5) Such seminars should be conducted more often. 6) Such seminars should be conducted more often also with Bulgarian instructors, who are better acquainted with the working conditions and accepted practices in Bulgarian banks. The foreign instructors enrich our theoretical knowledge, however certain issues are hard to apply in the country at this stage of development. 7) Similar seminars on various topics should be organized more often. Overview of the latest developments in the banking system. 8) The seminar is useful. Similar events should be organized more often. 9) I like Linda Swenson very much! 10) Such seminars should include more role-plays and practical exercises, so that the participants can apply the theoretical material, being taught and acquire it more easily and effectively. 11) Such seminars should include more role-plays and practical exercises, so that the participants can apply the theoretical material, being taught and acquire it more easily and effectively. 12) Review of concrete cases from banking practices. 13) Permanent training should be provided – seminars, designed for the same group of participants, should be conducted more often. 14) The topics under discussion, their theoretical presentation and the opportunities for their practical application, should comply with the economic environment in Bulgaria. 15) More seminars should be conducted. 16) The course participants should be involved in more

	level of customer service. 21) Acquisition of new customers; introduction of new bank products.	self-dependent and additional tasks. Practical exercises and demonstrations should be conducted in accordance with different institutions 17) Let's not concentrate so much on the offered bank products and other generally known issues, which are familiar to all of us. It was really interesting to me to get acquainted with the banks' practices in the USA. 18) There should be fewer participants in the seminar. 19) The seminar was at a very good level, however the topics under discussion were familiar to all of us, because we come across similar situations in our daily practices. 20) Very good organization of the seminar. We are familiar with most of the presented material, but for the purposes of greater practical application a significant number of bank employees should be trained.
RISK MANAGEMENT – SALLY HARGROVE	1) Credit risk – in details; risk assessment. 2) Topics with greater practical relevance concerning the separate issues under discussion. 3) The topic should be further developed in the following seminars: 1. Assessment and management of the credit risk; 2. VAR – theory and practice; 3. RAROC; 4. Methods and practices for defining limits. 4) Investments. 5) Derivatives; capital adequacy. 6) Organization of Limits System in Commercial Banks. 7) Topics related to the risk management – greater practical relevance.	1) This cycle of lectures should continue. 2) In order to have more time for practically oriented questions, simultaneous interpreting should be provided. Power Point projectors should be used for presenting the overhead transparencies. 3) The seminar has been extremely successful, mainly due to the highly qualified and competent instructor. 4) The instructor should be more informed about the respective country, he is lecturing in: economy, legal framework, main companies, banks – participants in the financial market. 5) I think that this type of seminars and this seminar specifically is very effective and interesting. For me personally it has been useful to systematize my knowledge in that way, and to establish contact with

	8) Operational risk. 9) SME Lending. 10) Assessment methods. Models for the risk assessment and management. 11) Models for identification of limits on the types of risk. 12) Financial Analysis of Commercial Banks; Strategic Planning; Analysis of Macroeconomic Environment of Commercial Banks. 13) Credit analysis and risk assessment. 14) Foreign currency derivatives – hedging; interest risk management. 15) Market risk sensitivity; derivatives – at several stages. 16) Amazing instructor! The review of risk assessment should involve more practical methods, their advantages and disadvantages. Simulation methods. It would be appropriate to organize seminars, focused on separate risks. 17) Models applied in the risk management.	other colleagues from the banking industry. 6) The theoretical material is very comprehensive, however the course duration is very short. I recommend separate seminars on the overall risk, which is measured in banks; on the identification and monitoring of limits – methods. The instructor of the seminar – Ms. Hargrove made a very pleasant impression on me, her presentation of the issues was excellent. 7) More practical exercises and adjustment of the material to our economic environment. Thanks! We have acquired significant amount of knowledge, however we needed more time. 8) More practical tasks. The courses should have a longer duration, for example 2 weeks. 9) The models on risk assessment should be reviewed in greater detail. 10) More precise definition of the tasks and exercises. 11) The number of participants should be reduced. 12) The groups shall be smaller for the purposes of more effective seminar discussion. 13) That has been a high-level seminar, however there were plenty of issues discussed and the time was not enough. The topic is very important; therefore more time shall be allocated to its separate aspects and especially to the assessment of different types of risk and their management. The examples are very valuable; therefore more time is necessary for discussing them. The groups shall be smaller for the purposes of effective training. 14) Titles of respective textbooks shall be provided, because most of the definitions are general. More

		practical tasks should be included. I can recommend Prof. Popchev of the Bulgarian Academy of Sciences – he is a very good lecturer in the area of risk management, and is well acquainted with the Bulgarian legal framework.
FINANCIAL INSTITUTIONS ANALYSIS – JOEL HEFTY	1) The same topic should be reviewed in greater detail. 2) Risk estimation. 3) Risk analysis. 4) Asset and Liability Management. 5) Bank management 6) Credit risk 7) Money laundering and its impact on bank activities. 8) Foreign branches. 9) Bank groups. 10) Investment portfolio management. 11) Speculations on the foreign exchange markets. 12) Any topics connected with banking.	1) The best lecturer. Mr. Hefty should conduct such seminars more frequently. 2) I will participate again in a similar seminar whenever I have the opportunity. 3) Classes to be formed by including professionals of the same field. Greater specialization. 4) Thank you!!!
BRANCH OFFICE MANAGEMENT – VARNA - LYNDA SWENSON	1) Non-standard methods for communicating with corporate customers and ways for attracting them as "shareholders" of the bank 2) Everything, pertaining to the management of a branch office and the respective job responsibilities 3) How can the branch office achieve greater profitability 4) Practical simulations of management and banking models 5) How to develop a new product 6) HR management 7) Contemporary trends in the development of the	1) More practical comments and examples, reflecting the Bulgarian environment. 2) The seminar was very good. We were given the opportunity to develop abstract thinking! 3) To make reservations for all course participants at the same hotel. This will contribute to the team building and enhance the informal contacts. 4) Perfectly organized and useful course! 5) The theoretical material should be based also on the local conditions.

	banking system 8) Approach and ways for attracting customers: - the mass market; - corporate clients 9) Bank management 10) The world experience and its application in the concrete economic environment 11) Relationship – branch office – head office	
CUSTOMER SERVICE – PLOVDIV - LYNDA SWENSON	1) Problems, concerning banking and groups and technologies, designed for their solution 2) Problems, concerning banking and groups and technologies, designed for their solution 3) Leadership Skills 4) Financial Analyses 5) Management Functions 6) IT Services 7) Personnel Management 8) Organizational structure of branch offices 9) Topics, regarding the products, which have not been offered in Bulgaria yet. Outline of the difficulties in the process of their implementation, as well as the problems, faced by transition economies, such as the Czech Republic, Slovakia, Lithuania, etc. 10) Strictly specialized seminars, designed for individual specialists 11) Structure and organization of team work 12) As we have seen at the end of the seminar all our questions and expectations on the Customer Service seminar were met. My only recommendation is to focus further on the practical aspects of customer service abroad	1) A wonderful instructor. A very good compatibility with the interpreter. The information was presented in the best possible way. 2) The seminar was wonderful. I found the way of presenting the topic very amusing. 3) More seminars should be organized for the purposes of learning from the world banking experience in view of both the advantages and disadvantages. 4) Highly professional and comprehensive sessions. 5) As can be evidenced from the above, the seminar was organized and conducted at a high level. 6) I would like to thank the whole team for the excellent presentation of this important topic. At these seminars we acquire very useful information, which can be applied in our immediate professional obligations. 7) Thank you for the initiative, which you have undertaken and I wish you success in your endeavours. 8) My only recommendation is to acquire more information on the foreign banks' practices in the area of customer service. I would like to thank the organizers and especially the instructor/interpreter team for their professional attitude towards the group. 9) Meetings and seminars should be organized more

	13) Topics, related to capital markets and trade in securities 14) New bank products and services, offered worldwide 15) Team work 16) Credit activities 17) Internet-based services 18) Bank products – accounting and information 19) Electronic banking.	often for the purposes of improving and upgrading the customer service, as well as the quality of offered services. 10) More frequent meetings with the charming instructor Lynda Swenson and greater duration of the seminar. 11) The organizers of the seminar should be responsible for the overall organizational aspects of the course – accommodation, business trip documentation, etc.
STRATEGIC PLANNING – BILL CAMPBELL	1) Project Management 2) Performance Management 3) Similar seminars, which are designed also for senior managers 4) Financial analysis of banks 5) Risk assessment	1) Thank you! I am happy, because now I know more than what I knew one week ago. 2) There was not a Bulgarian version of the textbook materials.
REAL ESTATE FINANCE – BILL CAMPBELL	1) E-business 2) Appraisal of creditworthiness of individual clients 3) Project management and finance 4) Mortgage Bonds 5) Risk management 6) Bad loans work out 7) Mortgage bonds and other asset-backed securities 8) Advanced construction finance 9) The topic should incorporate a review of the mortgage bonds 10) Investment credits 11) Retail banking 12) Asset evaluation 13) Portfolio management 14) Financial analysis of companies, applying for credits	1) If possible, I would like to have the following financial reports, stipulated under the Bulgarian law – Balance Sheet, Income Statement, and Cash Flow Statement. 2) I am very impressed by the way Mr. Campbell presented the material (Real Estate Finance). Without being fluent in English, I managed to learn a lot of new things during these five days. The window has already been opened, so I hope I will be able to participate actively in another seminar. 3) Case studies were very useful. Group work effective. 4) The topics under discussion were very interesting, and the separate questions were reviewed on one-to-one basis. Since the two credit systems (Bulgarian and American) are different, the introductory part should focus briefly on all the participants in the credit process, as well as on the overall scheme and the

	7) Motivating Staff 8) Evaluation of personnel – current experience and prospective developments. Review of a specific model, for the purposes of its improvement. 9) Strategic Planning and HR Functions	many HR managers as possible. Lynda is just amazing! 7) I was fully satisfied with the course and wish I could participate in other similar courses. 8) Exceptionally good preliminary preparation of the instructor, concerning all the modules of the course. Most materials can be used in future training courses. It is especially valuable, that Lynda manages to change the attitude of course participants towards the problems under discussion and redirect it to the appropriate direction. 9) More Bulgarian practices and statistics! 10) The seminar was organized in an amazing way, extremely fruitful for us; I have learned many new things. The instructor is a wonderful lady and professional. She has made me think and take part in the discussions. 11) I was really pleased to get acquainted with new ideas and concepts, which enriched my views and thinking. I have discovered new guidelines for my professional development. 12) There should also be seminars with participants from different banks.
CUSTOMER SERVICE – FIRST INVESTMENT BANK – LYNDA SWENSON	1) Financial Analysis 2) Management 3) Banks within the macroeconomic environment and its influence upon them 4) Professional skills, required for the management of a bank, as well as for each individual position 5) Every topic is interesting and useful 6) There are different topics, which will appeal to me.	1) Thank you! Such seminars should be organized more often! They are very beneficial! 2) The seminar is very good, but it would have been better, if it was not conducted after working time and if there were more games and assignments. More time was needed for solving the problems, we were interested in. 3) It would be great if the seminar duration is longer and more practical exercises are included.

	7) Focus on concrete everyday problems /from customer service/ and ways for their solution. 8) Technical developments, organizational patterns in leading banks.	4) More information on the practices of other banks in the world should be presented. The fish philosophy is interesting, however we are more involved into the banking. There was just one video about another bank on the last day of the seminar. 5) The seminar is useful and interesting, the only disadvantage is the time – after working hours, when you cannot participate effectively. 6) This seminar was extremely useful. More similar seminars should be conducted. 7) The presentation was very comprehensive, but at the same time it is rather tiring to be 100 % effective after an 8-hour working day. 8) I would attend similar seminars with pleasure, no matter the topic. I consider valuable all issues, presented by foreign instructors with extensive professional background. 9) The seminar was organized in an amazing way, extremely fruitful for us; I have learned many new things. The instructor is a wonderful lady and professional. She has made me think and take part in the discussions. 10) I was really pleased to get acquainted with new ideas and concepts, which enriched my views and thinking. I have discovered new guidelines for my professional development. 11) There should also be seminars with participants from different banks. 12) Lynda has been lovely. I was in great mood at the end of the seminar. I have learned things, which I have never imagined to exist. She creates a wonderful atmosphere.

		13) Mrs. Lynda is perfect! 14) A better location; better training conditions. 15) This topic was very useful for me and I am glad that I managed to change some things in my work. 16) Lynda and Deyan are wonderful. I can say only marvelous things about their work, as well as about their personalities. It was a real pleasure for me to communicate with them. I hope we will meet in the future.
CUSTOMER SERVICE – BULGARIAN AMERICAN CREDIT BANK – LYNDA SWENSON	1) Perhaps seminars focused on the work with "difficult" customers and on more specific bank products 2) Selling Skills 3) Communication process within the teams of an organization; Internal customers and how to deal with unsatisfied colleagues by nature. 4) More specific on banking, working under pressure, managing stress. 5) Concrete results from the implementation of the skills, acquired during the seminar. 6) Marketing, Advertising 7) How to reach consensus in a team 8) Preparation and processing of documentation 9) Further survey of the customers of the future 10) Seminars, focused on professional bank services	1) A very useful seminar 2) If all people were as positive and open to others as Lynda is, there would have been no misunderstandings. If possible, the seminars should be conducted outside the building of BACB. 3) A very comprehensive, useful and interesting seminar, concerning the various aspects of customer service. 4) The seminar was both useful and amusing. 5) It was great. I have had fun. Thank you, Lynda! I hope to see you again in the next course.
CUSTOMER SERVICE – PROCREDIT BANK - LYNDA SWENSON	1) Corporate Customers 2) Team building skills 3) Psychological analysis of the customer. Diplomatic behaviour under stressed and confusing circumstances. 4) Products offered by the competitors, not necessarily during a seminar.	1) The topics, which we have reviewed, are wonderful, however the time was not enough. We should further expand on the means of attracting customers. 2) The topics are comprehensive enough. We do not need additional ones, but further review in greater detail. However it all depends on the seminar duration.

	5) Sale of bank products – behaviour; overall disposition of the bank officer, i.e. acquiring effective selling skills. 6) What do the customers expect from the bank? How to refuse without affecting the customers? Real life examples from the banker's experience and not hypothetical situations! 7) Topics focused on the future projects of the bank – mortgage loans, car loans, etc. 8) Management skills 9) Different approaches for acquiring new customers - traditional and untraditional 10) Results from the other SME lending banks in Eastern Europe, based on similar seminars 11) All new topics shall be reviewed in the same interesting way (considering the bank service and the future products) 12) More detailed information about the bank as a form of enterprise, the activities and products of each separate division and the overall activities of the bank as a system. 13) Customer service standards accepted by world leading trade banks. Team work. 14) Problems and opportunities for solving a problem in lending (banking activities) 15) Corporate finance 16) Team work problems 17) Relationships between the different hierarchical levels in an organization 18) Practice-oriented, targeted at concrete issues rather than hypothetical 19) Sales of products – in greater detail; How to sell	3) It would be great if I could apply in practice everything, I have acquired during the seminar. I would like some of our customers to attend a seminar, for example on "How to behave in the society". 4) Thanks for showing us how to acquire new things in a pleasant and amusing way and to focus our attention on small details, which are equally important in our daily activities. 5) I am happy with the seminar. I would participate in the next one with pleasure, and I hope it will be soon. 6) The seminar was at the necessary level and it will help us improve our work, both with the customers and our colleagues. 7) An amazing seminar delivered at both highly professional level and with great personal attitude! 8) The seminar was pleasant, accessible and beneficial. The information was presented with ease and much sense of humour. 9) The topics were presented in a unique way. My only regret is that it is only 1 two-day seminar, therefore we could not practice more role-plays. Lynda Swenson is a very good instructor – she keeps the interest and attention of participants focused. 10) The seminar helped me understand better the customer needs, how to service them more quickly and precisely, and offer them solutions to their problems. 11) I like the presentation of the material – we are supposed to find the answers to the questions ourselves. We have been provoked to think! Drawing comparisons with other countries and illustrating the ideas with specific examples both appeal to me. It

	a product over the phone 20) Approaches in new customer acquisition by phone or directly (face to face) 21) Direct on-site sales to the customer – presentations 22) Communication ethics (etiquette) 23) Team-work – how to establish more professional relationships with colleagues and with the customer's team (his employees) 24) How to keep the already established good relationship with the customer, when conflict situations arise 25) The role of the appearance and clothing for customer contacts 26) Practical training on how to react in specific situations (roles-plays) 27) Psychology-based training (how to assess the disposition of the client, his personality type and what we can expect from him in the future) 28) Team – work 29) More practical exercises. How to be more persuasive and professional in our communication with customers and clients 30) How to organize one's working time more effectively 31) Team-work (how to integrate the "new" colleague into the team) 32) Telephone conversations 33) Discussion of concrete case studies and options for solving concrete problems 34) How to avoid stress 35) Work not under pressure	would be nice to present the problem form another point of view – for example, Japanese. 12) Excellent impressions! 13) More statistical data. Greater focus on "the problem customer". Practical examples. Seminars should be conducted outside the working place. Comparative analyses of the following relationships: - with clients; - with colleagues; - with the director; - with competitors. Comparisons with other banks all over the world and the Republic of Bulgaria. 14) Work (communication) with corporate customers. 15) Very useful! Detailed review of specific situations! 16) The organization of the seminar is very good, I'd rather say excellent, the interpreter receives the highest mark – 6. I would like all future seminars to be at that level! 17) It is a wonderful idea to learn from the experience of American colleagues, but perhaps the American way of stimulating (similar to a coach, throwing small fish to the seal in a circus) should comply with the Bulgarian mentality. On the other hand the energy and charm of Lynda Swenson is contagious and it is worth learning from her. 18) I liked especially the great number of games, examples and the interactive atmosphere. More information and more complicated tasks shall be included! 19) Happy and confident! 20) Comment - Exceptional training approach!

	36) How to say "No" 37) Contradictions "subordinate-boss" and the way, each one reacts 38) Relationship not only between the employee and the customer, but also between the employees themselves. How to preserve our efficiency for a long periods. 39) Relationships within the staff. 40) Problem situations. 41) Attitude towards employees – the superior-subordinate relationship. Communication between colleagues. 42) Home banking 43) Coordination between the separate bank divisions, in order to comprehend the details in their responsibilities and understand better the specific reactions in a given situation. 44) Topics directly related to the job responsibilities 45) How to identify the deficiencies in our work with customers, how to overcome them 46) How to control our behaviour in the customer service process (body language, etc.)	21) Review of specific problems, already existing in the organization, where the course participants work 22) The seminar was very useful. 23) More specific examples from the bank practices should be incorporated into the course. 24) The seminar was very beneficial for me! Keep on doing the same good work! 25) There should be more discussions. 26) Amazing seminar! Mrs. Swenson is the best instructor, I have ever met – exceptional approach and presence! 27) Excellent lectures and excellent performance. 28) According to me, this seminar should be more detailed and with a higher degree of difficulty. 29) Chocolates and candies should not be delivered. 30) Such seminars should be delivered more often. 31) The examples, which are used in the training process, at least most of them should be taken from the banking activities. 32) The seminar has made us think further about the issues discussed and helped us assess our current position. 33) In order to cover the entire subject matter, we need at least 3-4 days of training. 34) More specific problems and cases. 35) More information on individual banks. 36) Thank you for the seminar. A wonderful escape from the daily routine in the bank. It is necessary to have more statistical data from Bulgaria! 37) I had a wonderful time during the seminar and I enjoyed myself, thanks to the amazing instructor and the ingenious team.

38) A very interesting seminar and a wonderful instructor. The banking industry in Bulgaria should be reviewed in further detail.
39) Any topic, which is presented to the audience in such a way, will be well accepted and beneficial.
40) More examples with problem customers and different ways for dealing with them.
41) My expectations were completely met. Exceptional attitude on behalf of the instructor.
42) The seminar should be conducted within 5/6 days. More information about the Bulgarian conditions and way of life shall be provided. The seminar should not obstruct the current job responsibilities of bankers, considering that it is being conducted during working time.
43) The customer service topic is very important and useful, because the banker works with people, whereas each one is different from the other.
44) Very interesting, very dynamic and different from all the previous seminars, which I have attended. My suggestion is that we organize other similar ones.
45) Interesting and different from other seminars. Dynamic, flexible.
46) The seminar was interesting and the information was presented in a way, inducive to a detailed understanding of the subject matter.
47) This is the first time, I have attended such a seminar. I was impressed by the different style of teaching and I greatly enjoyed it. Most of the issues, we have discussed were familiar to me, but we managed to analyze them in further detail.
48) The seminar duration should be longer. Some issues

		shall be discussed in more detail. More practical cases, based on the specific work conditions in the bank, should be reviewed.
BRANCH OFFICE MANAGEMENT – BULGARIAN POST BANK – LYNDA SWENSON	1) Topics connected with ensuring quicker profitability, and developing a credit portfolio. 2) Innovations (international) in the banking practices. 3) I prefer more detailed review of specific topics (with the respective approaches and methods). 4) Based on the banking practices of Bulgarian Post Bank. 5) Topics related to the HR management and the increase of profitability. 6) How to increase the amount of deposits in leva (BGN). 7) Customer service culture. 8) Psychological aspects of customer service; way of behaviour in front of the client; how to stimulate the personnel. 9) Foreign exchange payments 10) Financial instruments 11) Topics related to specific bank products, reviewed in greater detail 12) How to increase the sales of products, offered by Bulgarian Post Bank 13) Concrete topics regarding specific problems, according to a preliminary accepted training plan 14) Review of the economy in the country, new business initiatives, new legislative acts 15) Meetings with specialists – instructors from the head office of BPB 16) Work within extremely competitive environment	1) All slides should be included in the participant's manual. 2) More practice-oriented discussions. 3) I would like to have the opportunity to participate in such seminars. It is the first time, that I have attended such lectures. A wonderful way of presenting the material. 4) The training was conducted in an atmosphere of trust. Each participant was positive and inclined to share new ideas, acquire new things and approaches for solving specific problems. 5) The seminars should be conducted periodically and be focused on issues, arising in our daily activities. 6) Regular participation in work groups on specific topics (lending, finance). Our most interesting ideas shall be summarized and presented to the heads of divisions. 7) A lecture on banking in the USA should be delivered. 8) The forthcoming seminars should review specific guidelines, complying with the execution of the branch office budgets, as stipulated by the head office of BPB. 9) Such seminars designed for managers should be conducted twice a year. 10) There should be practical examples, which are less theoretical and at a lower managerial level. Group assignments, concerning changes, depending on us. Techniques on successful cooperation with staff and clients.

	17) New bank products offered by both the head office and the branches 18) Market strategies	11) I am satisfied with the seminar, because I had the chance to compare my criteria on customer service, offered by the bank. 12) The specific conditions of the bank market in Bulgaria. 13) Such seminars should be focused on the immediate responsibilities of employees, more specifically on: - selling skills for new bank products; - new approach towards customer service. 14) The topics should be selected by the branch offices.
FOREIGN EXCHANGE AND INTERNATIONAL FINANCIAL MARKETS - CARLENE CRNKOVICH	1) Inter-bank transfers and transactions should be further highlighted 2) Risk management as techniques for measuring market risk and credit risk 3) Counterpart limits assessment workshop 4) Risk assessment techniques 5) Stock exchange market 6) Portfolio management 7) Controlling policies and audit procedures 8) Internal auditing 9) International payments 10) Technical and fundamental analysis of foreign exchange market trends 11) Credit card payments, cheques 12) Disbursement and repayment of the bank loans – problems, risk management, provisions calculated	1) In order to get a more detailed information on the topics discussed I would suggest longer seminars. 2) More active involvement of the participants in the working (teaching) environment – sharing opinion, making suggestions. 3) More practice in a dealing office, real-life conditions. 4) The course is very interesting and useful for internal auditors, but the time is short. 5) All materials should be translated into Bulgarian.
CREDIT MANAGEMENT SYSTEM - BIOCHIM BANK – BILL CAMPBELL	1) Cash flow analysis, according to the Bulgarian Accounting Standards 2) Topics connected with the work in privatization and post-privatization conditions 3) Retail Banking	1) A very useful seminar! 2) Cash flow analysis based on the (accounting) financial reports under the Bulgarian standard. 3) A seminar on similar issues should be conducted again in the new conditions after the bank's

	4) Credit Cards 5) Cheques 6) International Accounting Standards 7) Review of the IAS with practical examples 8) Financial analysis 9) Factoring 10) Forfeiting 11) Problems with the accounting procedures, regarding the activities of the enterprise 12) Topics, related directly to the bank practices 13) Topics, concerning the IAS application 14) Review of the lending activities, as regards the delegation of rights and responsibilities 15) Other types of bank credit	privatization. 4) I am very pleased with the seminar. 5) The basic topics of the seminar were discussed in detail. 6) More new topical issues.

PROJECT FINANCE – TONY GRIER	1) Risk Management 2) Portfolio Analysis 3) Project Finance in concrete industrial sectors 4) Topics related to the various project-funding practices (in different countries), for example - Risk Assessment. 5) Financial Analysis of the Company 6) Corporate Banking 7) Factoring 8) Forfeiting 9) Export Financing	1) Such seminars are undoubtedly a real plus for every bank official. Therefore I would suggest that this type of courses should also be organized in the future! 2) Such courses are definitely beneficial to finance employees in Bulgaria. Please, advertise more such courses, so that more people attend. Also, keep in mind that different people have different level of competence, so you should find ways to discriminate against that. 3) An extremely professional instructor. A highly professional and very interactive approach towards the audience. If possible, this subject could be discussed within follow-up sessions. 4) The instructor was wonderful! The way of presenting the textbook material is very nice, amusing and with interesting examples. 5) The seminars should be conducted within half-day sessions for a period of 1-2 weeks. 6) Optimal number of participants – up to 10 7) Thank you, a wonderful and very useful seminar!
SME FINANCE – TONY GRIER	1) The selection of topics depends on our profiling (allocation of specific responsibilities) in the bank. 2) Topics related to my specific professional responsibilities. 3) IAS and Corporate Accounting 4) Investment credits and processing credit applications 5) Topics related to the latest developments the area of corporate lending. 6) Investments, Analysis, Investment Products 7) Private Banking	1) I would like to express my extreme satisfaction with the course. I wish you health and even more fruitful and interesting initiatives! Suggestions: - the issues under discussion should focus on the local conditions; - the textbook materials should be entirely completed, for example the Appendix "Forecast Variables", so that we have more time for survey and analysis and not waste time in writing. 2) The numerical data should be presented more slowly. More time should be allocated to questions, concerning our immediate job responsibilities.

	8) Characteristics of the credit activities in Bulgaria 9) Investment projects analysis 10) Investment analysis of shares and bonds 11) Topics, regarding the banking activities in Bulgaria and their practical implications. 12) Credit Portfolio Management 13) T-Bills and T-Bonds Management 14) Futures and Options 15) Credit Management 16) Internet Banking 17) Corporate Banking	3) The material was presented in an easy-going and colourful way. According to me, there should be fewer calculations. Greater emphasis on the latest form of analysis. 4) Thank you for the wonderful seminar, delivered by the instructor - Mr. Grier and the interpreter - Mr. Kyuchoukov. 5) Bulgarian conditions should be considered in greater detail. The theory should be supplemented by practical experience, gained within the local environment. 6) It will be a great pleasure for me to take part in future seminars, organized by KPMG/Barents Group. 7) If possible, consecutive instead of simultaneous interpretation should be provided, otherwise the presentation of the material and the Bulgarian equivalent are mixed up. The audience should be controlled in a higher degree in order to keep silence in the classroom. 8) Fewer calculations, more detailed analysis of the handouts (translated).
BRANCH MANAGEMENT - BOURGAS - LYNDA SWENSON	1) Motivation of personnel 2) HR management 3) Development and placement of new products on the market of bank services 4) Pricing 5) Planning techniques and assessment in dynamic conditions 6) Marketing 7) Financial analysis 8) Topics, related to the personnel 9) Adjustment of the new products to the local	1) The training has completely met my expectations. I was given valuable guidelines for my future work. I am leaving with a clear vision on what I will do first thing TOMORROW. I wish everybody good luck and a nice trip! 2) The instructor should be acquainted in advance with the local environment and subsequently adjust the seminar thereto. Good luck! 3) The course would have been even more beneficial, if the instructor knows the Bulgarian practices. 4) If possible one and the same case study should be

	conditions 10) How to stimulate staff to work and respond to the changing local conditions 11) Training sessions on sales of services 12) Psychology of the customer 13) More specific models of organizational structure and customer relationship management, applied by leading American banks 14) Sales 15) New products 16) Presentation skills 17) Problems closely related to the realities in Bulgaria 18) New products offered by banks 19) Bank products and services – the latest trends 20) Introduction to the practices of leading international banks 21) Introduction to advanced payment procedures and the expenses related thereto	reviewed as regards both local and foreign banks. Focus on who deals with the existing problems and how they are solved. 5) More detailed outline of specific topics. 6) The seminar should outline the experience of companies, who have gained market recognition rather than local companies. 7) I am happy with the organization of the seminar. 8) Real life case studies shall be included into the textbook materials. The material covered is comprehensive, and although presented in a very accessible and interesting manner, it is not quite clear to me (the theory of X and Y; Maslow, etc.) 9) It is better to cover less material and discuss the specific problem in greater detail. 10) Adjustment of the topics to the Bulgarian bank market. 11) The topics under discussion should be presented, according to the Bulgarian banking practices.
CUSTOMER SERVICE – CB "BULGARIA-INVEST" - LYNDA SWENSON	1) Solution of concrete problems 2) Search of a market niche 3) Competition – markets 4) Bank services 5) Securities – government securities 6) Bank services and products 7) Insurance products 8) The problems in banking and customer service should be reviewed in detail 9) Acquisition of SME clients 10) Customer Service, related to SME businesses 11) Markets and competition related to customer service in banking	1) More frequent contacts. 2) Analysis of the acquired material and a follow-up meeting after 1 year. 3) Very well organized training, I would recommend more frequent meetings in different towns. 4) Everything was presented in a very nice manner – a dynamic instructor, who has energized everybody, a perfect interpreter, pleasant environment and a very useful seminar. Thank you! 5) More representatives from the bank branches should participate in the training. 6) Such type of training should be conducted more often, considering its benefits for the bank officials.

	12) The topic – Dealing with "Difficult" Clients should be explored further 13) International bank products 14) New bank products – distribution channels 15) Team work 16) Specialized services – international payments; new bank products	7) The same participants should have a follow-up meeting after 1 year and share the practical experience, based on the acquired knowledge. 8) The same seminar should be conducted for the bank management and the decision-making officials. 9) A greater number of our bank officials should participate in the seminars. 10) More frequent training shall be conducted. 11) More bank officials should have the opportunity to attend such training. This will have direct positive impact on their immediate job responsibilities. 12) The seminars should be designed for all the officials in the branch office, not just for one representative.
BRANCH MANAGEMENT – SOFIA – LYNDA SWENSON	1) Head Office – Branch Offices Relationship 2) Customer Service 3) Marketing and Promotion 4) Special training on lending and corporate analysis 5) How to solve problems in critical situations; 6) How to deal with "problem" people in a given team. 7) The issues under discussion are topical. 8) Bank products – the current needs for them, based on the region's potential and the personnel required for servicing those needs; how to define standards. 9) Development of a newly established bank structure under the existing strong competitive environment. 10) Methodology (model) for allocation of expenses, according to specific activity and bank product. 11) Bank product profitability	1) It was a pleasure for me to take part in this course. 2) More detailed analysis of separate problems, connected with branch management, which is possible within a longer course. 3) My only expectation, which was not met at this seminar, was the following: exercises on financial report analysis (balance sheet, income statement, and cash flow), analysis of financial indicators and decisions on funding opportunities. 4) Well-organized seminar directly focused on the branch office activities. 5) There should be more interaction between the instructor and the students outside the classroom with a view to better results.

	12) Innovations 13) Renovation of product line 14) How to evaluate the effect (impact) of the offered bank products on the bank 15) How to evaluate the effect (impact) of each individual client or a group of clients on the bank 16) Bench marking 17) Image self-making 18) Customer service 19) New customer acquisition 20) Organizational structure and optimal utilization of employee skills	

Appendix L

NAVIGATOR

EDITION OF THE INTERNATIONAL BANKING INSTITUTE

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SOFIA, October 2001, Issue 1

Jubilee

IBI International Banking Institute

Maria Georgieva
Director of the International Banking Institute

The 2001 is a jubilee year for the International Banking Institute.

Ten years ago, when the real banking institutions were in process of defining their market place, the necessity arose to create a training center to timely and adequately meet the banks staff training needs. At the beginning the programs we developed reflected the "horizontal" education of bank employees – those programs offered general type of information. We developed them into a "vertical" direction, i.e., we put the stress on the specialized information.

With time we managed to find the balance in preparing the training packages – the theoretical information was obligatory combined with practical skills; the standard training approach was supplemented with an individuals-oriented one, i.e., a training addressed to the individual training needs of any commercial bank.

We applied a systematic training approach, on the basis of which is the module structure in the short-term courses and the distance learning method in the two programs – Banking and Finance; and Banking Activity.

The experience and assistance of the IBI foreign partners and especially those of the USAID were of extremely importance for the IBI. The seminars conducted with foreign instructors provoked interest among the bank specialists and the banks adopted the principle of the so-called "pre-ordered seminars" /in-bank training/. Ms. Lynda Swenson and Mr. Joel Hefty, instructors on Customer Service, Branch Management, Human Resources Management and Financial Institutions Analysis are planning to conduct more courses in Bulgaria in 2002. The seminar Training of Trainers, funded by the USAID, is a preparatory stage for the formation of Bulgarian teams of instructors that will undertake the coaching of seminars on specific subjects next year.

The jubilee 2001 is characterized with huge activity of the banks willing to have their employees trained. The training program for bank specialists must be adapted to the changing professional requirements. The banks need training addressed to competence and connected to professional activity, an education, which is concise, flexible and results-oriented.

The IBI objective is to offer bankers' training that complies with "The Rule of the four E's" that has become popular during the last several years:

Exact Time
Exact Instructors' Team
Exactly, as much as necessary
Exactly, as it should be

Maria Georgieva
Director
International Banking Institute

The Mission of Navigator

It is our pleasure to introduce you to the pilot issue of Navigator. The name suggests a guide to provide direction. It is our hope that this newsletter will in fact provide additional guidance concerning existing and new IBI programs; new learning resources, personality profiles, plus informative articles from guest authors. Our first guest columnist is USAID Mission Director, Debra McFarland. We are extremely grateful to USAID for the financial support and technical assistance provided to IBI in the development and publication of Navigator.

As the activity of IBI is focused on the education in the banking and financial sectors, we expect that Navigator will attract your interest towards various aspects in this area. You will find here information on the upcoming short-term training courses and long-term programs, as well as notice of other IBI activities and up-to-date issues. We will introduce you to the IBI team and the instructors in our educational programs and courses – the people that work for your professional qualification and promotion. Navigator will include other rubrics as well: some of them will be periodically replaced based on the interest

Graduation Ceremony of the Course Participants in "Financial Institutions Analysis" - Sept. 28, 2001

expressed towards them, while others will be added due to proposals made by our readers and clients.

We start Navigator with the persuasion that, together with our new web-site at www.ibi-bg.com and the proposed IBI library, this publication will become a reliable instrument for communication and exchange of ideas. This and future editions of Navigator will be also available in web format at: www.ibi-bg.com

As always, we thank you for your interest in IBI and we encourage your views and opinions on Navigator, especially subjects you would like addressed in future editions. Our contact information is listed below.

Sylvia Peneva
Marketing Director
International Banking Institute
ibi@iterra.net

Richard Lewis
Resident Advisor
Barents Group
rlewis@techno-link.com

Special Guest

I would like to congratulate the International Banking Institute for its initiative in starting the first ever newsletter dedicated to the needs and interests of the banking community in Bulgaria.

As USAID/Bulgaria Mission Director, I am very satisfied with the positive developments in the Bulgarian banking sector since the severe financial crisis of 1997.

USAID has been at the forefront of all donors in providing timely and efficient assistance to the banking sector crisis and so far has provided over 14 million to support banking sector development programs.

The USAID banking program is been built upon three pillars comprised of privatization, supervision and deposit insurance, and commercial banker training. Because of the success of our mutual efforts the banking sector is now well positioned to develop and grow.

The banker training program while the newest is by far the most critical at this juncture. The ultimate objective of the USAID banker training program, administered by the International Banking Institute, is to enable banks to operate as true financial intermediaries in a free and competitive market. This, in turn, will spur economic growth and will create meaningful private sector employment.

Debra McFarland
Mission Director of the USAID/Bulgaria

The International Banking Institute is the ideal organization to provide the much needed knowledge to the Bulgarian bankers that are now operating under new, Western-type of banking conditions, and are seeking to expand and deepen their skills in all facets of the banking industry. We are pleased to be involved with the process of training a new generation of Bulgarian bankers through the International Banking Institute.

The most visible aspect of the USAID program is the over forty seminars to be delivered on a wide variety of banking and managerial topics. As we approach the mid point of our banker training program, we are extremely pleased with the level of participation and response of Bulgarian bankers.

This newsletter is one more example of Institute's outreach and public relations efforts. Its presentation of pertinent information on news and topics of interest to the financial sector in Bulgaria is critical to ongoing education and information sharing efforts in this key sector of the Bulgarian economy. USAID is pleased to assist in the development and production of the newsletter and hope you will find that it is a valuable resource document.

Debra McFarland
Mission Director of the USAID/Bulgaria

New Horizons

One of the goals of Navigator is to keep you informed of future activities of IBI as well as relevant events of its partners, clients and colleagues. This will include announcements of courses and seminars to be offered by IBI in the near term; IBI hosted events and other significant initiatives.

New IBI Training Center and Offices

The IBI staff has been working in two separate buildings for several years. We are now pleased to announce that renovations are presently underway at 8 Pirotska Street, which will consolidate the existing separate IBI operations in BNB and Graf Ignatiev. The IBI advisor, Mr. Richard Lewis, and his staff from Barents Group will also relocate to this new building. The facility will include administrative offices, training facilities, library, e-learning center and cafe. The building is in Central Sofia, which facilitates the communication with the other institutions in the sector of banking and financial services. An additional advantage is that the building is adjacent to other facilities, which provide modern and comfortable training auditoriums. It is our expectation we will have completed the move to the new location by the end of this year.

Human Resource and Training Managers' Forum

In April 2001, the IBI organized a meeting of the Human Resources Managers of commercial banks held at the National Theater in Sofia. That introductory meeting was enthusiastically received by the participants, all who agreed this forum should be continued, in order to enhance the communication and exchange of ideas among the HR managers and promote the implementation of new training solutions.

The second HR Forum will be held at the Trimontium Princess Hotel in Plovdiv, on October 12, 2001. This meeting is scheduled to focus on more in-depth HR issues that will be

identified by the participants themselves. All invited parties are welcomed to propose subjects and key issues to be included in the discussion. Ms. Maria Georgieva, Director of the IBI, and Ms. Linda Swenson, Instructor of the Barents Group will act as moderators

The Plovdiv meeting is aimed at serving as a link into the Annual Round Table of the HR Managers, which will be organized by the IBI in December this year.

USAID/Barents Seminars

Mr. William Campbell, a well-known and highly regarded instructor for the Barents Group, returns to Bulgaria to deliver two seminars in November, toward which the banks have expressed interest in advance.

The first seminar is on the subject of "Strategic Planning". The target audience will be bankers and non-bankers who are directly engaged in the development of strategic plans and also bankers who are assisting their clients in the development of their own business plans. This is especially appropriate for banks engaged in lending to small and medium size enterprises.

The second seminar will focus on a relatively new credit product in Bulgaria, "Lending for Real Estate Purposes". Attention will be given to formal construction lending techniques (commercial and residential properties), appraisal methods and the overall framework for establishing a real estate loan program in your bank. These seminars are scheduled for the weeks of November 5 and 12.

Ms. Lynda Swenson, another highly regarded Barents instructor returns in December to deliver an in depth seminar on all aspects of contemporary "Human Resource Management" practices. Her previous seminars on "Customer Service", "Marketing of Financial Services" and "Managing Change in Bank Operations" were highly acclaimed by bankers throughout Bulgaria. The HR seminar will be delivered from 09:00 to 12:30, December 03-14.

Please contact Ms. Rilka Alexandrova at IBI for enrollment details on all seminars, at ibi@iterra.net

Book Marker

IBI, in its role as the leader of financial sector education in Bulgaria, is developing educational tools beyond traditional classroom instruction. A library of educational resources; books, electronic media and other sources presenting contemporaneous banking and financial services and products is presently being created with the assistance of USAID and the Barents Group. Navigator readers will find a review of one or several of these publications in each edition. The titles being acquired may be in Bulgarian, English or other languages, written by experts, bankers, practitioners or lecturers, analyzing a variety of topics from all areas in banking and finance.

The key topic we have chosen for this issue deals with Human Resources:

Book Title:
Human Resource Management Practice (this is the 7th edition of the best-selling *A Handbook of Personnel Management Practice*)

Author:
Michael Armstrong (M. Armstrong works as Chief Examiner for the Institute of Personnel and Development. He is also author of many best-selling titles, such as *Managing People, Reward Management, HRM: Strategy and Action and Paying for Contribution.*)

Language:
English

Target Audience:
HR Managers, Role Managers, Students taking a Master's Degree in HRM

Summary:
The book identifies the human resource management as a strategic process. It gives practical advice on how companies can maximize the effectiveness of their HR function in order to make a major contribution to organizational success. The book addresses a variety of "traditional" issues for the HRM, such as Organizational Behavior; Organization, Jobs and Roles; Employee Resourcing and Employee Relations. But you can also find some more revolutionary approaches and new areas of research that include the following subjects:

- The role of the HR function + of the HR practitioner.
- The recruitment process + psychological testing
- The methods for retaining employees
- The organizational culture

If you are familiar with this book and would like to make any comments thereon or if you wish to recommend other books, we encourage you to share your thoughts with us. Thus you will contribute to our developing the interactive side of our newsletter. Comments should be addressed to:

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ibi@iterra.net

Kalina Lazarova
Barents Group
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Useful Links

Similar to the Book Marker column, the Links column is aimed at drawing your attention to web sites that will keep you informed of the latest trends in the development of banking industry and updated on the training needs covered by reputable institutions throughout the world.

Each issue will concentrate on one or more web-sites and will introduce you to their structure, target audience and useful information. We will welcome your comments on those sites or any suggestions you may have for other web sites as well.

This issue will focus on two web-sites:

www.ebtn.com
The European Banking Training Network

We have chosen to commence our Links presentation with the European Banking Training Network's web-site as it is closely related to IBI activity. The IBI is a member of the EBTN, which objective is to promote, through education and training, the integration of the banking and financial services sectors within the European Union and other countries in Europe, and facilitate the exchange of information to further enhance this process.

The structure of the EBTN site can be defined as "academic". You can find general information on the organization, its governing bodies, mission and calendar of events. But what makes the site valuable, is its referral to the web-sites of other EBTN member institutions, together with the full range of training courses and seminars they provide. This will help you identifying your bank's training status and compare it to similar institutions in Europe. The solution that we propose is to contact us and apply for our training courses or ask us to develop specific training to better match your bank's individual needs.

www.aba.com
American Bankers Association

The American Bankers Association was created to represent banks of all sizes on important issues pertaining to both financial institutions and their customers.

The ABA site is addressed to a large audience, which is composed of banking professionals, as well as consumers, students, press and members of financial services industry. *Aba.com* is divided in two distinct areas to best serve its visitors. A "public side" addressed toward banking professionals and consumers, and a "private side" developed specifically for ABA's membership.

The "public side" houses extensive information on ABA's latest statistics, documentation on current banking issues, news and consumer-oriented products. The public aspect of the site provides detailed information on upcoming training courses and programs, some of which are available on-line. You may find an exhaustive list of the products and services provided by the ABA, by lines of business, which include among others:

- business banking;
- staff training & HR;
- marketing & sales;
- consumer banking;
- operations and technology;
- trust & investment management.

As site users you may benefit the free demo courses for the financial services industry, Internet, E-Business Fundamentals and Microsoft Applications that are available on-line:

- Fundamental Business Skills;
- Management and Leadership;
- Retail Banking Sales Skills;
- Small Business Banking Sales Skills;
- Introduction to the Internet for Bankers;
- E-Commerce Fundamentals for Bankers;
- Microsoft Office Desktop Applications.

These web links and others will also be found at the IBI web site, www.ibi-bg.com. We welcome any additional links which our readers would suggest to us. Suggestions and comments should be submitted to:

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Graduation Ceremony of the Course Participants in "Financial Institutions Analysis" – Sept. 28, 2001

Courses and Seminars

OCTOBER

- Business communication and correspondence
- Management accounting
- Technical parameters and protection of the unified European currency EURO

NOVEMBER

- Practice and control of potential loan losses
- Credit analysis and risk evaluation
- Project management under international standards
- Work at FOREX market via Internet
- Stress management

For more details and information on the enrollment for the upcoming courses and seminars, please contact Ms. Rilka Alexandrova from the IBI at ibi@iterra.net

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NAVIGATOR

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SOFIA, April 2002, Issue 2

Directions

International
Banking
Institute

Dear readers,

This is the second issue of the International Banking Institute's Navigator, which publication is sponsored by the United States Agency for International Development (USAID).

Last year proved that, due to our joint efforts, we are able to conduct training in compliance with the international practice and standards requirements. The same is valid for both distance learning and short-term programs. On one hand, this is a new beginning and challenge for us, while on the other hand – a natural continuation of traditions, set during the last several years.

In 2002 the International Banking Institute (IBI) set a goal to expand its activity in offering customized training to every bank, based on its concrete needs, and thus to better meet the quality, efficiency and utility requirements. We will keep developing an integrated offering of courses and seminars to experts from all interested banks, as we are convinced that except from the acquisition of knowledge and skills, the contacts between the participants, originated and developed in an informal environment, are also particularly important.

In the area of the distance learning programs, we will develop the two programs "Banking" and "Banking and Finance" in horizontal and vertical aspect, and we will demonstrate a bigger flexibility in offering different courses, tailored according to the clients' requirements and opportunities for their development.

Maria Georgieva
Director of the International Banking Institute

This year IBI continued to benefit from the support of USAID, including USA bank training for several IBI instructors. The British Government funded project also continues to its final year.

In early fall of 2002 we will offer training to banking experts in the area of IAS application. The training will be conducted with the support of the PHARE Program, as a stage of the harmonization and integration of the Bulgarian banking system into the European practice and banking standards.

We hope that through those initiatives we will be helpful to your training and professional qualification.

Maria Georgieva
Director
International Banking Institute

Special Guest

Three years after its birth as a virtual currency, the Euro has become a tangible reality shared by 300 m. residents of 12 European countries, since January 1, 2002. The following facts are already a part of the Euro history.

The Euro symbol was inspired by the Greek letter epsilon. The parallel lines in the symbol are supposed to represent the Euro's stability.

Europe's leaders chose the name for the new currency in 1995. The Euro was the name everyone can pronounce easily. Other suggestions were rejected because of their national connotations. These included the "ducat", the "ecu", the "florin", the "franken", or using the Euro as a prefix to the existing currency names – e.g., "euromark".

Every Euro coin carries a common European face, featuring a map of the EU with the stars of the European flag, but each member state decorates the reverse side with its own national symbol.

Unlike the coins, the bank notes are the same on both sides throughout the eurozone. The front features windows and gateways to symbolize Europe's spirit of openness; the reverse features a bridge to symbolize Europe's willingness to cooperate with the rest of the world.

The International Banking Institute (IBI) has found the most adequate way to prepare the Bulgarian citizens, particularly those whose job requires work with the Euro, to cope with the challenges of the new single currency. The IBI organized a number of courses on the Euro, where experts from the Bulgarian National Bank were invited as lecturers. As those seminars were welcomed with interest by the participants, and we thought useful to share information with a larger audience, in this issue of Navigator we offer you a glimpse on the practical advice, provided by one of the IBI instructors, on how to handle the new currency.

Our Special Guest is *Mr. Krassimir Kostadinov*, Chief Expert with the *Notes and Coins Division*, at the Issue Department of the Bulgarian National Bank:

Biochim Bank, ING Bank, Bulgarian Post Bank, Municipal Bank, Bulgaria Invest, Allianz Bulgaria Holding, the Burov Foundation, foreign banking and financial advisors, and representatives of economic mass media. All attending bankers and financial experts gave recognition to the progress of IBI, most visible during the last year, where the two key success factors for IBI were "expansion" and "quality".

Expansion is achieved on two levels – (1) local market coverage and (2) international coverage. "Local market coverage" translates the IBI ambition to expand its target audience beyond the banking area into the financial market and economic sector as a whole. Now we count among our regular clients numerous insurance and trade companies, financial houses and airlines. "International coverage" reflects the IBI efforts to become a strong regional training resource. Substantial progress was made in this direction as well – in the last year alone, IBI has provided training for bankers from Albania, Georgia, Macedonia, Romania, Serbia and Ukraine.

The second success factor, "quality", is achieved through the following activities:

(1) provision of services, as listed in the IBI annual training program, and

(2) provision of customized training solutions, resulting from individual clients' requests, a.k.a. "in-bank training". At the beginning of each year the IBI issues a catalogue, containing the topics and time schedule of the courses and seminars that it envisions to conduct throughout the year. In addition to this, the IBI is always open to banks' requests to organize individual training for their employees, in order to meet their specific training needs. The topics may be included in the initial list, produced by the Institute, but can also be developed and organized especially to help solving specific problems, no matter whether potential or current. In order to be able to meet the demands on a regional basis, IBI is considering the opportunity to start conducting in-bank training outside Sofia on a more regular basis. Thus the overall expansion of IBI affects the institution in depth (expansion of the range of services) and in width (national and international coverage).

Another significant event organized by the IBI, in cooperation with the Association of Commercial Banks, and with the financial support of the USAID, was an HR Discussion, with the participation of the HR managers of commercial banks in Bulgaria, and where as lecturer was invited Mrs. Lynda Swenson, a Barents Group instructor, well-known in the Bulgarian banking circles. The meeting was held on December 6, 2001 at the VIP Hall of the National Theater "Ivan Vazov" in Sofia and coincided with the celebration of the Banker's Day in Bulgaria. The discussion was mainly focused on the leadership styles and change management. The attendants were HR managers from DSK Bank, United Bulgarian Bank, Bulbank, Biochim Bank, Demirbank, Eurobank, Neftinvestbank, Piraeus Bank, Raiffeisenbank and Allianz Bulgaria Holding. Ms. Elizabeth Vachkova, deputy-chairman of the Management Board of the Bulgarian Association for HR Management and Development, was also among the attendants, and joined the discussion by inviting the still-non-members HR managers into that association, in order to help optimizing Bulgarian banks' staff management. This discussion was a logical continuation of the two HR Forums, organized by IBI in April and October 2001, and in future the IBI plans to keep playing its role of promoter of the communication and exchange of ideas between the HR managers in Bulgaria.

Book Marker

In our Book Marker section we aim at choosing subjects that will draw your attention to key issues that make any company profitable. Thus, in this issue of Navigator, we thought appropriate to focus on marketing and its usefulness to any organization's results, as effective marketing planning lies at the heart of the company's revenue earnings activities.

We would like to introduce you to a book that perfectly matches this subject and answers the questions that many of you may have on the marketing planning process. The title was first published in 1984 and since then it has been re-edited several times to expand and include the most recent developments in the marketing area:

Book Title:
Marketing Plans: How to Prepare Them: How to Use Them

Author:
Malcolm McDonald (Mr. McDonald is widely recognized as a world authority on marketing planning. He currently works as Deputy Director and Professor of Marketing Strategy with the Cranfield School of Management, Bedford, England. He also runs seminars and workshops on marketing planning in the UK, Australia, Japan, South America and the USA. Malcolm McDonald is also author of other books in the marketing planning area, such as: Marketing Planning for Retailers, Marketing Planning for Service Businesses, etc.)

Language:
English

Target Audience:
Marketing Managers, Business Executives

Summary:
The purpose of the book is to explain and demonstrate how to prepare and use a marketing plan. It describes the marketing planning process from initial assessment to profit targets, with step-by-step instructions on devising an individual plan. The book includes questions and case histories, illustrations and sample forms. The title incorporates much of the latest thinking in the domain of marketing: there are

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sections on database marketing, competitive strategies and marketing research.

The book expands to other related areas and processes, such as: how the marketing planning process works, how to carry out a marketing audit, how to set marketing objectives and strategies, how to schedule and cost out what has to be done to achieve the objectives, and how to design and implement a marketing planning system. This third edition also includes the recent developments in marketing techniques and practical tools recommended by the author. The book is extremely valuable due to the combination it offers of the very best of current practice with the necessary theoretical background.

If you are familiar with this book and would like to make any comments thereon or if you wish to recommend other books, we encourage you to share your thoughts with us. Thus you will contribute to our developing the interactive side of our newsletter. Comments should be addressed to:

Silvia Peneva
International Banking Institute
ibi@iterra.net

Kalina Lazarova
Barents Group
polina@techno-link.com

Useful Links

As Navigator readers you already know that the Links column is aimed at drawing your attention to web sites that will keep you informed of the latest trends in the development of banking industry and the training needs covered by reputable institutions throughout the world.

Our choice for this issue's recommended web site is motivated by our belief that the speed of change in today's environment and the ever increasing competitive labor market require that every organization, regardless of its size, keeps up-to-date with the latest people management issues. Thus, if you need to find about the latest "best practice" on a specific

Training of Trainers, Jan 14-18, 2002
Mrs. Papina Milova from SG Expressbank leads an active discussion

area, research a subject in depth, access the newest trends and research, find a practical answer to a question, or simply keep up-to-date with the latest news and issues in the area of human resource management, the web-site

www.cipd.co.uk

can provide you the answers. The above address is the official web-site of the Chartered Institute of Personnel and Development (CIPD), which is the professional body for those specialists that are involved in the management and development of people.

The web-site has a very dynamic structure that allows a quick referral to a whole range of services, provided by the CIPD – in-company training opportunities, attendance to CIPD conferences and exhibitions, consultancy services, access to the Institute's People Management Magazine (current issues and archive), and its books and training resources.

The CIPD on-line bookstore has one of the most remarkable pages on the web. It's interactive, quick and efficient, and provides the site's users with information on over 200 titles, covering both general and specific HR management subjects. A full catalog of the books can be obtained after the completion of a request form submitted online. The bookstore page allows a fast search of books by title and author, draws the users' attention to the newest books acquired by the institute and dedicates a special space for the readers' views, reviews and comments. Combined with artistic design and multimedia effects, the bookstore is extremely useful research tool for any HR interested expert or manager.

Another valuable asset of the site is the full list of courses, delivered by the CIPD. Even if the site user may not attend them, they represent an important information source on the latest trends and development issues in the HR management area.

In addition to all those goodies, the CIPD, through its web-site, is open to both individual and corporate membership for UK or non-UK based private entities and institutions. The exclusive benefits, available to members of the Institute, through the member-only areas of the web-site, include, among others:

- Access to the largest HR management & development library in the UK;
- Access to additional information sources;
- Answers to frequently asked questions; and
- Opportunity to network with individuals or companies with similar interests;

This web link as well as many others may be found at the IBI web site,

www.ibi-bg.com

We welcome any additional links, which our readers would suggest to us. Recommendations and comments should be submitted to:

Silvia Peneva
International Banking Institute
ibi@iterra.net

Kalina Lazarova
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polina@techno-link.com

Management Tips

As you already know from our first issue, some titles in Navigator will be mutable, while others will remain permanent. The Management Tips column ranks into the first group and it will be "active" always where there are useful tips to be shared between the newsletter readers.

This issue of Navigator will focus on the process of Creating a Vision and Mission Statement of a Company – two key ingredients contributo-

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tory to the successful development of any effective organization.

If you have ever questioned yourself about the difference between a vision and a mission statement, you may find a quite unusual differentiation, given in humorous article written by Tom Terez, also author of *"22 Keys of Creating a Meaningful Workplace"*. According to the above-mentioned article, "the typical mission statement includes two semi-columns, two dashes, and at least two business buzzwords – while the vision statement contains only one dash but makes up for it with at least one run-on sentence."

To some extent, in order to be credible, a typical company's mission and vision statements combined should include at least five of the following terms and phrases:

- high performance;
- world class;
- diversity;
- high quality;
- employees are our most important asset;
- commitments to employees;
- financial needs or preferences of customers; or
- maximization of shareholder value.

As there are numerous definitions of vision and mission statement, the followings ones are representative of the most commonly used:

The vision is a simple description of the future organization and its business.

The mission statement takes the vision of what the bank/the organization should be and makes a brief statement of its purpose.

When done right, mission and vision statement can give an organization a very powerful sense of purpose and direction. Here are several factors to be considered when creating such statements:

❑ Everybody has his own definition of "mission statement" and "vision statement". Through dialogue a consensus must be reached on one definition for each term.

❑ Have two or three group members work on the wording of the mission and vision statements after the main discussions. They can bring a limited number of clean versions or final drafts for the next group session.

❑ Have people from all areas and levels of the organization involved into the mission and vision statement development process.

❑ You may use the services of an outside facilitator to bring neutrality and know-how to pull the whole process off.

In order to enrich the Management Tips column, we encourage you to share your experience and ideas with us on various issues in any area of the banking or financial business that have drawn your attention and you think appropriate to communicate to your colleagues and partners. Suggestions should be addressed to:

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Kalina Lazarova
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THE INTERNATIONAL BANKING INSTITUTE

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SOFIA, September 2002, Issue 3

Directions

International Banking Institute

Maria Georgieva
Director
of the International Banking Institute

Dear readers,

We are pleased to present the third edition of Navigator and the second edition in electronic format. Our previous issues focused on the International Banking Institute's market and product line expansion. We are now proud to present the Institute's successes in strengthening its internal organization and various outreach programs. You will read more about these matters in the New Horizons section, where we have featured the IBI Strategy Retreat in Bansko, the IBI Annual Meeting, and two major conferences organized by the Institute. As is our practice, New Horizons will also direct you to information regarding the schedule of events in the near term.

We are excited to have as Special Guest author Mileti Mladenov, Chairman of the Managing Board of the Deposit Insurance Fund. Mr. Mladenov will present his remarks on the latest revision of the Bank Bankruptcy Law, adopted at first reading by the National Assembly in May 2002.

We continue the practice of introducing various key financial and management topics through our Navigator columns. This edition presents the matter of the credit analysis of banks. We encourage all readers to examine the recommended reading and web site links on this topic. While the Book Marker column presents the major issues on the subject of bank credit analysis, the Useful Links section focuses more in detail on the latest developments and trends.

Our Management Tips column presents some helpful ideas on presentation skills, a subject, which affects nearly all of us from time to time in our professional life. Many of us have been in a situation where we have had to make a speech or public address. Presentation skills are an important aspect of effective communication and we hope this information will add to your professional success.

Your views and comments on any of the articles contained in Navigator are extremely valuable to us. Therefore, please share your opinions via e-mail, fax or regular mail. This contact information and other news on our present activities and future initiatives may be found at out web site at www.ibi-bg.com.

Maria Georgieva
Director
International Banking Institute

New Horizons

The horizons of IBI continue to expand and recent events are indicative of this growth and the direction of future activities.

The new streams in the IBI development strategy are supported at all levels of the institution as indicated in the following remarks:

IBI Team Retreat

As a follow up to a successful IBI team building exercise in 2001, the entire staff of IBI and its USAID/Barents advisors built on that success to move the team to new levels of development. The planning and execution of a June weekend retreat in Bansko focused on issues that will contribute to a positive affect on the future of IBI. Three teams focused on specific questions:

1) What lessons can be learned from other global training providers?

2) How can IBI improve the response to its clients' needs?

3) What organization structures should be considered (both internal and external) in order to expand and improve existing product development and delivery systems?

Many proposals were generated during the two-day sessions. These ideas will be carefully assessed for future implementation.

The activities of the past year also gave evidence of the future direction of IBI. The highlights of the past year were presented at

The IBI Annual Meeting

A key report at the Annual meeting of IBI shareholders was the message about IBI's growth in its core activity of classroom, in bank and distance learning instruction. One of the

Working Group at the Second Balkan Conference against Currency Counterfeiting, Boyana Residence, June 20-21, 2002

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important indicators was the number of participants who enrolled in IBI educational programs. There was over a 300 % increase in participants in the past year. This growth in the number of IBI clients is amplified by the diversification of the audience. In addition to the growth from its core client base, the Bulgarian banks there was a tendency to attract non-bankers, as well as representatives outside of Bulgaria.

In addition, IBI has intensified its public presence, aiming at skill development outside the traditional classroom setting. In early June 2002, IBI organized the Third National Conference on Management and Development of the Human Resources, together with the Bulgarian Human Resource Association. Over 250 human resource professionals were in attendance. In mid June, IBI, acting in cooperation with the Bulgarian National Bank, conducted The Second International Counterfeiting Conference. Representatives from 24 countries attended this significant conference, including those from as far away as Indonesia.

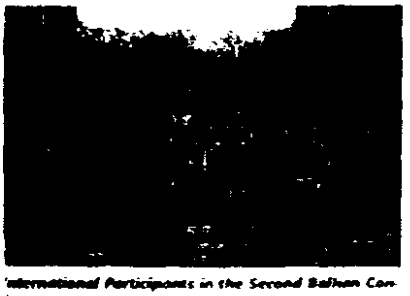
Autumn Classes Begin

IBI strives at enriching its product range and delivering timely courses responding to immediate market needs. Such are the planned courses on the International Accounting Standards for both bankers and non-bankers. These seminars are due to be conducted from September through November 2002.

September is also the month where the USAID/KPMG Consulting courses are renewed. Two highly recognized instructors – Lynda Swenson and Tony Grier return to Bulgaria in September and October/November respectively. Mrs. Swenson will lead a two-day Workshop in Veliko Tarnovo on Human Resource Professionals: Their Roles in Building Competitive Organizations. This workshop will be followed by a course, entitled: Analysis and Measurement of Bank's Back Office-Front Office Operations, which will be conducted on September 23-26 in Sofia.

In October and November, Mr. Grier will deliver seminars regarding Risk Management and SME Finance. Previously, these subjects generated great interest with the request for repeat classes. Now we provide you another opportunity to enjoy the challenge of those two topics.

If you have any questions on these and other IBI courses, please contact our course coordinator Ms. Rilka Alexandrova at Phone: 980 6087, Fax: 9883093 or e-mail: rilka.alexandrova@ibi-bg.com.



International Participants in the Second Balkan Conference against Currency Counterfeiting, Boyana Residence, June 20-21, 2002

Special Guest

Our Special Guest is ***Mr. Mileti Mladenov***, Chairman of the Managing Board of the Deposit Insurance Fund:

The Bank Bankruptcy in Bulgaria

During the last several years a draft Bank Bankruptcy Law has been subject to discussions. By its basic concept, the draft changes dramatically the now acting bank bankruptcy procedures. The legal experts that consider this law incompatible with both Bulgarian and European legislation are not a few. However, the purpose of the draft is to regulate the bank bankruptcy procedure in order to achieve a fast and fair satisfaction of depositors and other creditors of bankrupt banks, and at the same time, to take into consideration the public interest, linked to the stability and confidence in the banking system.

The public is not satisfied with the slow liquidation of the banks that went bankrupt in 1996-97, but at the same time a relatively large number of experts, mostly lawyers, are of the opinion that the existing system, even inefficient, should not be changed. Suppositions were expressed that such experts are likely to have some interest in preserving the status quo.

The draft proposes interesting solutions to a range of issues pertaining to insolvency, that create inconveniences and impediments and lead to a dispersion of the bankrupt banks'assets. We will mention some of these below.

According to the draft, there are four bodies on insolvency: the trustee, the Deposit Insurance Fund (DIF), the Bulgarian National Bank (BNB) and the court. Under the now acting system, the court exercises legislative and administrative functions. In the new draft law the administrative functions are taken out from the court and assigned to a specialized administrative body, the DIF. It is considered that this institution is convenient, as often it is either the biggest or one of the biggest creditors of bankrupt banks.

When entering into the rights of these banks' depositors, even up to the limited amount of their claims, the Fund serves in the interest of the largest number of the bank's creditors.

The draft assigns considerable rights to the Fund related the ongoing control over the trusties' activity. A counter-balance of these rights is the Fund's public and legal identity and its responsibility before the Council of Ministers, the BNB and the Audit Chamber. The DIF will appoint and release the trustees. It will determine their remuneration, which initially will represent a fixed amount, and subsequently will be calculated as percentage of the property subject to resolution. The Fund will approve monthly budgets on the bankruptcy expenses, and it is due that this reduces the doubts on wastefulness, unreasonable expenses and damages. The trustee will submit for approval to the DIF a program for the resolution of the bankrupt bank's assets and will regularly report to it, as it will be obliged to exercise its rights acting in good faith. Apart from these specific obligations, the trustee has broader rights. To my opinion, this will increase the prestige of this activity, disregarded by many people, and even not bearing the title of „profession". In a market economy where the state does not exercise paternalism and where the economic entities are responsible themselves for their financial status, it is inevitable that there are bankruptcy cases. Therefore, the creation of a better regulation in this area may clarify the situation for all other firms that happen to be insolvent. It is always healthy to have clear rules for entering into a business, but also for exiting it. The greater public interest towards banks is due to the

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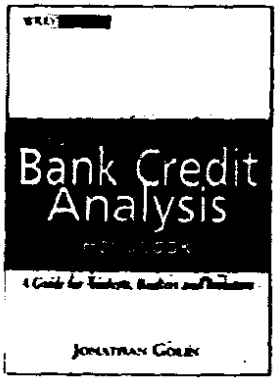
fact that they are specific trading bodies that work mostly with other people's money. It is so because the savings of the population and the firms in Bulgaria, by tradition, are held mainly in banks; the latter make payments, allocate loans to firms and individuals, as otherwise no modern economy would function normally.

Mileti Mladenov
Chairman of the Managing Board
Deposit Insurance Fund

Book Marker

In this edition of Navigator, the Book Marker section will focus on issues, pertaining to bank creditworthiness. This is an aspect of the banking activity that is of significant importance to depositors, investors and inter-bank lenders.

We would like to introduce you to a book, which casts light on the language, concepts and the regional variations, affecting banking, bank analysts and bank ratings. It describes the roles that bank credit analysts play, and explains the methodology of their practice. The handbook is a valuable guide to both the theory and practice of bank credit analysis and ratings throughout the world.



Book Title:
The Bank Credit Analysis Handbook: A Guide for Analysts, Bankers and Investors

Author:
Jonathan Golin worked for four years as an international bank credit analyst with Thompson Bank Watch, widely regarded as the world's leading bank rating agency. As Vice President of the Hong Kong office, he was responsible for the coverage of financial institutions in some of the region's most volatile economies. Mr. Golin has contributed to a number of regional publications, such as the Asian Wall Street Journal, Business Asia and the Bridge Guide to Corporate Treasury. He presently resides in Hong Kong where he is developing a web-site to supplement The Bank Credit Analysis Handbook.

Language:
English

Target Audience:
Analysts, Rating Agencies, Legal and Accounting Practitioners who work in the financial services area.

Summary:
The core of the book is focused on demonstrating the application of the CAMEL model, and is widely illustrated with charts, graphs and spreadsheets. A major portion of the book discusses the problems of the distressed bank, and the various approaches to re-capitalization and restructuring financial institutions. A benefit of the handbook is that it explains from an insider's perspective the process of how rating agencies assign credit ratings to banks. This should be of particular interest for bankers seeking to show their organization in the best possible light.

The book expands to the latest trends in bank development - how the Internet has affected the banking industry and the creditworthiness of banks, and how it is likely to do so in future.

The ending of the handbook provides a number of appendices for the readers' benefit. The largest portion of them contains over 700 definitions of major importance in the bank credit analysis. In addition, the chapter Ratio Compendium provides over 90 definitions of indicators used in bank credit analysis and comments on theirs use. Also, a brief discussion of the final proposal on a new Basel Capital accord, issued on January 16, 2001, is provided.

If you are familiar with this book and would like to make any comments thereon or if you wish to recommend other books, we encourage you to share your thoughts with us at:

Silvia Peneva
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Barents Group
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Useful Links

As Navigator readers you already know that the Links column is aimed at drawing your attention to web sites that will keep you informed of the latest trends in the development of banking industry and will play the role of a powerful information resource.

In this issue of the newsletter, we will present a web-site, created by Jonathan Golin, the author of the Bank Credit Analysis Handbook, a publication that you may find featured in our Book Marker Column. The goal of the web-site

www.bankinsights.com

is to support the book and function as a resource center on the credit analysis of financial institutions. The author plans to use the site as a vehicle to provide updates on the book and supplementary information on various aspects of the bank credit analysis. In this regard the web site will rely on the multiple titles that provide coverage on the subject, using the whole range of marketing tools.

A substantial space in the site is dedicated to the new Basel Accord, in effect from January 2001. The author summarizes the opinion of the Asian Central Banks on the requirements, but also advises the site users, expressing a marked interest in that area, to visit the original Basel Committee's web site where they may examine and download all comments in their unabridged form.

A special section in the web site, entitled *Bank Analyst's Toolbox*, proposes links to two valuable sources of information. The first one is an adapted version of the Handbook Ratio Compendium. When this link is chosen, the user will have the opportunity to search online a key ratio by category. After a selection is made, the next opened page presents a table, representing the indicator, the formula and remarks for each ratio in the category. The second source is an adapted glossary from the same Handbook, and the web site users may search a term or abbreviation, pertaining to the bank credit analysis, based on an alphabetic order. This glossary does not represent a mere listing of words, but attempts to explain the most common terms as applied in a financial context or terms with numerous synonyms that the uninitiated may take to have distinctly separate meaning.

Another important title in the web site is the *Links Directory*. The author has organized the selected sites under numerous categories, such as: Financial News, Financial Periodicals, Central Banks and Regulators, Banks & Equity Investment, Personal Investing. The latest added sites are listed at the top of page.

And finally, for users that have limited amount of time to dedicate to web search, the site proposes a free subscription to *Bankinsights.com* newsletter, to summarize the latest news.

This web link as well as many others may be found at the IBI web site, *www.ibi-bg.com*. We welcome any additional links, which our readers would suggest to us. Recommendations and comments should be submitted to:

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Management Tips

Inevitably many of you have already faced a situation, where you have had to make a public presentation. Personal approach to public exposure is important, but nevertheless there are some generally adopted tips that would make any presentation successful. Here they are:

1. THE SPEAKER – this is one of the major components of any speech or presentation. Many people forget that they are the presentation and not the visual aids. There are three factors we need to consider about any speaker:

a) motivation;

b) credibility;

c) speaking style.

2. THE MESSAGE – this is everything the speaker does or says, both verbally and non-verbally. The verbal component may be analyzed based on three elements:

a) content;

b) style; and

c) structure – this is the organization of the message. There are many variations, but in each case, the structure should include:

an Introduction; a Body, and a Conclusion.

The Introduction should include: an opening grabber (a quote or shocking statistics); an agenda; and the purpose or main message of the presentation.

The Body should include: the main points or ideas; points that support the main message.

The Conclusion should include: a summary of the main points; a closing grabber; and time for Q&A, if appropriate.

3. THE AUDIENCE – A speaker should analyze the listeners and decide how to present his/her ideas. The analysis might include the following considerations:

a) Audience – Who and how many are the attendants?

b) Understanding – What is their knowledge about the topic?

c) Demographics – What is their age, sex, educational background, etc?

d) Interest – Why did they enroll? Who asked them to participate?

e) Environment – Where do I stand and speak? Will everybody be able to see and listen to me?

f) Needs – What are the listeners' needs?

g) Customized – How can I custom my message to the audience?

h) Expectations – What do the listeners expect to learn?

4. THE CHANNEL – this refers to the channels of communication between the speaker and the audience. This includes *non-verbal, pictorial* and *aural channels*.

Non-Verbal: gestures, facial expressions; body movements; postures.

Pictorial: diagrams; charts; graphs; pictures.

Aural: tone of voice; variation in pitch and volume.

5. THE FEEDBACK – this is a process through which the speaker receives information about how the message has been received by listeners. This process also includes the listener's response to the speaker's response and so forth.

6. THE NOISE – two types of noise a speaker must contend with:

a) external noise – consists of sounds, people talking, coughing, poor acoustics, temperature (too warm or too cold), and visual interference such as poor lighting or an obstructed view;

b) internal noise – when a speaker is confused or unclear about what he or she wants to express.

The most common ways that a speaker may use to combat noise are:

a) use more than one channel of communication at the same time (verbal & non-verbal);

b) use repetitions and restatements.

7. THE SETTING – the place in which the presentation is delivered. This is a factor that will enhance or diminish the effectiveness of the speech. It is recommended that you make a trip to the location where your speech will take place. And if possible, go and visit the exact conference hall where the event will be held.

To be truly prepared and effective as presenter, you should pay attention to all seven aspects above. This will take practice. The time you spend remembering these aspects will be worth the effort.

If you wish to make any suggestions or comments, please write to:

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SOFIA, July 2003, Issue 4

Directions

IBI International Banking Institute

Maria Georgieva
Director

Dear readers,

We are pleased to present the fourth edition of Navigator and the third edition in electronic format. When you access the e-version at our web-site, www.ibi-bg.com, you will have two downloading options – ZIP format or Adobe Acrobat format. Those of you that would like to receive our previous issues on compact disk may contact us at library@ibi-bg.com. We continue to seek convenient and alternative means to make our knowledge resources available to you.

Our regular feature, New Horizons, contains information on future programs as well as highlights on the new IBI Resource Center. We encourage you to take advantage of the Resource Center and welcome your comments on its development. We also want to draw your attention to several International events to be hosted by IBI this autumn. Based on last year's great success, the Second Balkan Conference "Cash Circulation Management & International Trends in Currency Counterfeiting" plans are being laid for an expanded program this year. This event, plus a major conference on Human Resource Management Trends, will provide a wide array of choices to our growing audiences. In addition to these two initiatives, in the second half of September 2003, the IBI will launch a project on "Strengthening the Banking and Financial Sector Capacity toward Applying the International Accounting Standards".

Our Special Guest for this issue is Mr. Alexander Nikolov, one of the few Bulgarian analysts that, at the end of the year 2000, forecast the drastic drop of the US stock indexes. He was the only analyst who then publicly announced that the NASDAQ index would likely go below 1500 points. Read our Special Guest column to learn more about the possible approaches to analysis.

We are also presenting a book review in the Book Marker section by a guest columnist. We look forward to continuing this approach where readers of materials in the IBI Learning Resource Center can offer their own critical thoughts. We reiterate our invitation to all readers of Navigator to express their opinion on any of the titles contained in the Resource Center, and recommend new resources for our mutual benefit.

The Management Tips column tackles an issue, which is certainly familiar to business professionals....'How to handle difficult situations and offer constructive criticism'. We believe you will find this article most useful.

The Useful Links section focuses on the American Society for Training and Development's web site. You may witness the example of one of the most eminent institutions worldwide on how to make interactive communication and knowledge sharing work for the benefit of institutions throughout the world.

Your views and comments on any of the articles contained in Navigator are extremely valuable to us. Therefore, please share your opinions via e-mail, fax or regular mail. This contact information and other news on our present activities and future initiatives may be found at out web site at www.ibi-bg.com.

Maria Georgieva
Director
of the International Banking Institute

New Horizons

The IBI activities continue to expand, leading the Institute's clients to new educational horizons. You may find below some of the events that mark this new level of institutional development and product range expansion.

At the end of April 2003, the IBI has introduced its latest training tool – an Information Center/Library, located on the 3rd floor of the Institute, at 8 Pirotska Street. The compilation of all materials for the Library was possible due to the financial support of the USAID (United States Agency for International Development) and the assistance provided through recommendations of senior executives, consultants, IBI class participants, tutors, and university professors.

THE IBI INFORMATION CENTER

currently contains 233 titles, distributed in 14 categories, pertaining to *Banking, Finance, Insurance, Small and Medium-sized Business, Management, Strategic Planning, Marketing, Human Resource Management, Training and Self-improvement*. A number of the most innovative and world-famous titles are accompanied by CDs, to support the interactive side of the learning process. The Library is supplemented with materials that span across many business behavior skills, including managing time, managing people, managing projects, selling and creating presentations. There are titles that present information, teach new skills and then measure you on your comprehension of the approach being taught. We also offer books that allow you to assess your business skills and capabilities and determine the gap between where you are now and where you would like to be.

You can benefit from these learning materials by becoming a member of our

Information Center. We provide both corporate and individual membership opportunities. To obtain information on the terms and fees of enrollment, as well as on the terms of use of the Library, please call us at 986 1854, or send us an e-mail to *library@ibi-bg.com*. All Library-related documentation will be sent to you. It will be a pleasure for us to share with you all the knowledge, accumulated in the Resource Center.

INTERNATIONAL FORUM

The IBI is organizing another international forum and is planning to bring together human resource directors, managers and experts in training and development, personnel recruitment specialists and professionals of all fields dealing with employee career planning and self-improvement. The Forum will be focused on

THE HUMAN FACTOR - GLOBAL PROMOTER OF DEVELOPMENT

European and International Trends

and will be held at Boyana Residence in Sofia, on September 18–20, 2003. The workshops will be centered on six key themes in the area of **Career Development, *Training and Development, *Communication Systems, *Appraisal Systems, *Cross cultural Features and *Human Resource Management Agencies*. Each theme contains a number of sub-topics, providing a more in-depth approach towards the main focus of interest. We expect dynamic and vivid discussions, as the themes selected are the result of the coordinated efforts of the IBI and its partners and clients, all of which come from different businesses of the economic and financial sectors.

If you wish to receive more detailed information on this upcoming international event, the registration form, terms of enrollment, fees and participation, please call our event coordinator Ms. Milena Nikolova at 980 6087, or send us an e-mail to *milena.nikolova@ibi-bg.com*, with the subject: "HR Forum".

An insight to the workshops with Lynda Swenson, May 26-29, 2003

WHICH IS YOUR "THINKING HAT"?

The IBI is committed to constant improvement in the quality of training provided to its numerous clients. That is why it has invited BearingPoint instructor, Ms. Lynda Swenson, to deliver two USAID funded workshops, specifically designed for the IBI faculty members. The topics selected were *Team Building* and *Face-to-Face Selling Skills*. These subjects are of great importance for the IBI recognition of a winning trainer.

Lynda Swenson's training methods were a real demonstration of how the "useful" can always be combined with the "agreeable". Having fun while learning is the best way of achieving the main objective of any education - to keep the knowledge gained forever and not waste it. Games, video films, work in groups and discussions are very effective in this respect, she proved it.

Role-playing dominated the workshops, with participants constantly challenged to adopt different thinking styles. The Six Hat Thinking concept of Dr. Edward DeBono was most provocative in the team building exercises. Copies of DeBono materials are available through the IBI library.

Don't regret not having been there. You will soon have the opportunity to benefit from these new educational skills and techniques. As these two workshops were Training of Trainers courses, all the participants are potential IBI instructors, who will share the knowledge acquired through Lynda Swenson's training.

Team Building and *Face-to-Face Selling Skills* are very popular topics and different sources of information are available. - You can read specialized publications or attempt your own approach through trial and error. Or, a better alternative, you can take advantage of the wide variety of resources provided through IBI ... be they text books, electronic media, web site links or the unique skills of the IBI faculty. Programs can be custom designed to fit your individual needs. We look forward to working with you as part of the IBI "Team"!

Special Guest

Our special guest in this issue is Mr. Alexander Nikolov, technical analyst of Carol, investment intermediary, and financial manager of Ulora Ltd. Mr. Nikolov is also an IBI instructor. In June 2003, he conducted two seminars. After the start of the new training season in the fall, he will deliver more courses with the IBI.

TECHNICAL ANALYSIS OF FINANCIAL MARKETS

"For most people, the statement that "financial markets are unpredictable" is a perfect excuse for their failures. However, this is not true. We can't forecast with 100% accuracy what will happen tomorrow with financial markets. But we don't have either a 100% prior knowledge on any event that would occur in our lives. However, the correct approach to financial markets provides a high level of confidence in their successful forecasting. Even more, sometimes good analysts are able to forecast the exact day and hour where we'll witness a substantial change of the then prevailing trend. Therefore, it's extremely important to choose the right approach towards understanding the functioning of financial markets and the vehicles that lead to either increase or decrease of prices.

There is a long-standing argument about which of the two analytical approaches, the fundamental or the technical one, is more successful when forecasting. Due to the easier acceptance of its basic principles, the fundamental analysis enjoys a wider coverage and bigger accessibility. This analysis stresses on the variety of economic, political and cultural aspects that would impact on financial markets. The supporters of this analysis follow the world news, express interest towards the financial status of companies, etc., and try to forecast what will happen with the prices of shares, securities or currencies. The problem with this analysis is that you don't analyze the events that are likely to happen, but try to guess what the event would be. It often happens that you succeed in your guesses, and still the market doesn't go in the expected direction. After several unsuccessful attempts, you declare that markets can't be forecast and you're ready to abandon any analytical methods at all.

The reasons for the unsuccessful forecasting through fundamental analysis lay in the fact that this analysis is focused on

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past events. It can't tell you in advance either what will happen or how the market will interpret any future events. Here lays another major misunderstanding that is misinterpreted even by leading world analysts: when you perform a financial analysis of a company, you analyze the status of the company itself. And if you're a good analyst, you're able to make a good appraisal: what are the company's strengths and weaknesses, what is the level of its liquidity, what is wrong with the cash flows, etc. However, this analysis has nothing to do with the price of the company's shares, as the price doesn't depend on any of these factors. The shares' price depends on the offering and demand of shares, which depend on the mood (psychology) of investors.

It's important to understand that the fluctuations of the stock markets result from the collective (group) psychology. How does this happen? The answer to this question lays into the way people think. People should buy shares at a price, which at any moment reflects the net present value of the future dividends that the company will eventually distribute. However, the information on the future dividends is unknown and the average investor rarely performs such an analysis. People buy shares because other people have already bought shares. When somebody buys a share, this creates a small tick upwards (the share price goes up due to the bigger demand), this convinces somebody else that prices are going up, he buys too and thus increases the price etc. More the prices increase (bigger the trend is), more likely it is that they will keep the same upward direction. At the end we come up with the situation where all buyers willing to buy, have purchased shares, and there are no fresh funds to enter the market. Then the prices can only go down. We may witness the similar psychology with the downward movement: more the prices go down, more people get convinced that this is the leading trend ... until the prices fall so low that there is nobody to sell and, the trend is reversed again.

The technical analysis, at the difference of the fundamental one, is not interested with the country, the company, the goods or the precious metal. The technical analysis is not focused on political crises, interest rates, company profit, employment, or inflation rate. This analysis is based on the study of the prices' dynamics in the past, in order to discover figures that would help forecasting the mood of investors in the present moment, and this may be used as a benchmark for the future dynamics of prices."

Useful Links

In this issue of the newsletter, we will introduce you to a web-site that enhances interactive exchange of ideas at all levels of professional communication, related to training and development:

www.astd.org

The American Society for Training and Development (ASTD) has been into existence since 1944. It provides information, research and analysis, derived from its own research, from the knowledge and experience of its members, conferences, expositions, seminars and publications. ASTD's membership includes more than 70 000 people, operating in the field of workplace performance in over 100 countries worldwide. Its members work in more than 15 000 multinational corporations, small and medium-sized businesses, government agencies, colleges and universities.

The web site has established a *Learning Community*, where its members are free to choose between several options, such as: *participating in the ASTD training courses, *taking part in the ASTD international conferences and exhibitions, *getting access to selected publications, *researching on topics through ASTD compiled tools and techniques.

The latest initiative of the site is to aggressively seek feedback from the site users, asking them to share their success and send templates, tools, samples and forms. The ASTD aims to gather all this information and create an impressive database of useful document formats. Thus it will build an online business environment where you can find resources, discuss projects or share experience. The site is space where you can connect to other professionals, ask questions, post comments, or get advice. No registration is required for any of the above-described activities.

The section *Reading and Resources* generates additional benefits for the site users. It offers a number of hot topics, identified by the users themselves through preliminary online discussions. Each topic is progressively developed with testimonials, advice and real life examples. All these are completed with free tips and strategies.

The *ASTD* web site also provides many useful links. Under a section, called *Virtual Community*, you will be connected to 38 different categories, ranging from training and knowledge management to consulting and routine business issues. Each category will subsequently lead you to more specific links, proposing an in-depth approach to various aspects of each topic.

As knowledge sharing builds on the future of any business, we invite you to contact us and give your opinion on any web site, which has provoked your professional interest. Comments should be addressed to:

Silvia Peneva
International Banking Institute
silvia.peneva@ibi-bg.com

Kalina Lazarova
BearingPoint, Inc.
polina@techno-link.com

Book Marker

In this issue of Navigator we give the floor to our readers to share their thoughts on books in the IBI Resource Center. In the Book Marker Column we have invited Ms. Anna Vdovichina, a graduate in Organizational Development under a Master's Program of the Sofia University St. Kliment Ohridski.

The book that Anna has chosen to present, stresses on the need for each organization to support and encourage the continuous education at all levels of the institution so that learning becomes a corporate policy. The authors of the book thoroughly and clearly define ten steps that each organization should follow. These steps can motivate high level management in its efforts to building up a strong institution, capable to generate maximum value for the shareholders.

Book Title:
Ten Steps to a Learning Organization

Author:
Peter Kline and Bernard Saunders have been working as long-term consultants to leading US companies, such as Kodak and Bell Atlantic.
Peter Kline is a member of the National Academy of Integrative Learning, a highly influential institution in the United States. He has participated in the development and implementation of key concepts, including the concept of "learning leaders". He also wrote The Everyday Genius, a detailed and indepth

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Directions

IBI International Banking Institute

Maria Georgieva
Director

Dear readers,

We are pleased to present you the fifth edition of Navigator. The bulletin proves to be one of our most convenient and effective means to communicate with our audience. As Navigator was created under Banker Training project, I would like to thank the USAID for giving us financial and technical assistance for its issuing on regular basis, as well as for all other benefits the IBI has enjoyed since 2000.

Banker Training project is to be completed this year, however, its impact will certainly remain in the long run. IBI has succeeded in increasing the quality of the products and services offered, expanding the forms and methods of training, implementing market research methodology for training needs analysis and developing qualification programs upon clients' needs. A significant contribution to the IBI recognition as a leading institution in the area of professional banker training had the conduct of more than fifty specialized courses with US tutors, in which over a thousand people took part. The topics of greatest interest were Customer Service, Branch Management, Credit Management Systems, Foreign Exchange, Risk Management and Internal Audit. The related course materials cover 25 different topics in the sphere of banking and finance. Some are also applicable to the e-learning which is now in process of developing. Several of the USAID seminars were in the form of TOT courses aimed at improving the standard of the IBI faculty. As a result, some IBI short-term programs are now delivered under the USAID training methodology, such as Face-to-face Selling Skills, Team Building, Customer Service, Financial Institutions Analysis and Marketing of Financial Services. The newest training device to support the IBI instructors during their seminars is the video materials, movies, animations and clips.

In addition, the IBI web site and Resource Center were created. The web site, www.ibi-bg.com, was launched at the end of 2001 and still continues to expand since new options are being attached and new sections inserted. The site visits have exceeded 7000 so far. It is a very good way to reach audience regardless of the distance.

The Resource Center, introduced at the end of April 2003, offers a professional selection of specialized economic literature, distributed in 14 categories in the area of Banking, Finance, Insurance, Small and Medium-sized Business, Management, Strategic Planning, Marketing, Human Resource Management, Training and Self-Improvement. The available materials, containing over 300 titles, exist in various formats - print, electronic and video, and in different languages - English, Bulgarian and Russian. The Library appears to be a very effective training tool as it provides our seminar participants with information supple-mentary to their course materials. It is also a good alternative for those who do not attend our programs.

The IBI will try to keep this valuable legacy and generate effects in the long term. We do believe that our customers are also enjoying the improvements and innovations in our range of activities and quality of service.

Maria Georgieva
Director of
International Banking Institute

New Horizons

The year 2004 will be a further step towards the IBI integration in the international learning environment. Some of the forthcoming events you may find below mark this direction of development and the IBI consistency in establishing cooperation with training centers in Europe and the USA.

On May 27th – 29th, the IBI is organizing

THIRD BALKAN CONFERENCE

Cash Circulation Management. Measures against Means of Payment and ID Documents Counterfeiting.

Bankers, experts and big producers of related materials will be brought together in Sofia, Boyana residence to share their practical experience and views on the themes and propose effective solutions to the problems in cash circulation and documentation. Producers are also invited to expose their products which would be conducive to establishing new business contacts. Representatives of Interpol, Europol, Financial Offences Bureau and Customs Agency will discuss their role in disclosing and preventing money laundering and providing the security of means of payment and ID documents.

If you are interested to learn more about this upcoming international event, please contact our event coordinator Ms Milena Nikolova (e-mail: milena.nikolova@ibi-bg.com, phone: 9808087) or visit the IBI web site.

The range of IBI foreign partners is expanding as a new training project

FOR BANK BULGARIA

financed by the Italian Ministry of Economy, has been recently initiated. Up to 30 Bulgarian bankers, specializing in crediting will have the opportunity to attend a free of charge short-term qualification program in Italy in the summer of 2004.

The IBI partner is the Italian organization *Informest*, established by the Italian Government in order to provide training, information services, consulting and assistance and create real opportunities for SME financing in CEE markets.

"For Bank Bulgaria" project is aimed at

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improving professional skills of Bulgarian bank managers in terms of the effective schemes for SME financing. IBI – Informest cooperation is addressed to the organization and the conduct of training in Italy for the bank managers and specialists in the crediting departments of Bulgarian banks. The training program consists of two stages: one-week seminar in English conducted by Italian bank specialists, followed by one-week internship with local Italian banks in the summer of 2004.

The first ***E-LEARNING PROGRAM***

is also planned to be launched this year. It will offer you the opportunity to advance your skills and knowledge at your own pace, at your convenience. There will be no classes to attend, no particular location to go, no schedule to follow. It is the best way to learn quickly and conveniently and to keep the balance when working and studying at the same time.

The IBI latest training solution is aimed to fulfill the arising needs for alternative teaching methods and techniques. When trying to spread knowledge within a company most people think about seminars in a classroom at a certain place in a certain time. As an alternative, distance-learning programs are well known. Not very well known in Bulgaria, though, is the possibility to teach supported by computer, the Internet and electronic communication, called in general e-learning.

E-learning has been used broadly for about 5 years and the IBI will be among the first in Bulgaria to integrate it in its product range. It will happen thanks to the coactivity with the *German Government Organisation for Technical Cooperation* (Gesellschaft für technische Zusammenarbeit). In analysing the situation in Bulgaria, developing the know-how and preparing the technical basis and all other necessary pre-production steps, the IBI enjoys the support of the outside adviser sent by the German Government.

Parallel to the process of developing the e-learning database,

IBI WEB SITE

is also changing. It is being turned to a more customer-friendly and dynamic web site with a *log-in option*. The on-line registration leads to the creation of a personal profile which is accessible only to the respective registered individual. The profile will consist of all the information related to the registered person as customer of the IBI, such as the types and parameters of the products used in the past, currently or in the future. Logging in, IBI customers will have the possibility to fill in on-line request forms for participation to a course or conference, request forms for subscription to the library, as well as for reserving and borrowing a book. They will also receive useful announcements automatically, for example of expiring terms or new products.

The other useful option attached to the updated IBI web site is the *Search option*.

Web site users will be able to get to the information they need very fast and easily searching by keyword, category or alphabetical order. The search can cover all products or can be limited to one single product or sub-product.

We do believe that you will enjoy the new options and opportunities for on-line communication in the IBI web site.

Special Guest

Our special guest in this issue is Mrs. Elizabeta Vachkova, Doctor of Ec, Professor in International University in Sofia and Director of International Business School Trans-Business - E EOOD; manager of "International Strategic Management of HR" project;* representative of Bulgaria in "Cranet–E", the European HR Management Network, and co-founder of the Bulgarian Association for HR Management and Development and Deputy Chairwoman of the Managing Board from its foundation to the year 2003; co-founder of "Women in Business" movement; author of over 80 publications in Bulgaria and abroad and one of the authors of the Bulgarian Professional Standards for people working in the sphere of HR Management and Development; member of the Scientists' Union.

Mrs Vachkova is also a consultant on HRM and a tutor, specializing in manager training. She delivers short-term seminars with the IBI too, and was one of the main speakers at the IBI conference in September last year, "The Human Factor – Global Promoter of Development: European and International Trends".

DIVERSITY MANAGEMENT

In the last decade the people working in the sphere of HR management and development learn increasingly more and faster. The novelties are so many that people, hardly perceived a new phenomenon, should begin to learn another one. Such a new phenomenon still not considered in the Bulgarian academic literature on HR management and, though, requiring urgent practical decisions, is Diversity Management. Two factors catalyze the practicians and theoreticians' interest in this topic – the increasingly tight requirements for complying with laws and regulations for equal opportunities and the new demographic situation, which embraces like pliers today's companies in developed countries.

The successful diversity management today is not only a matter of business ethic and social responsibility, as it is often considered. It is a business imperative. With the banking sector privatization in Bulgaria many international teams which effective management requires new competences were created.

What can banks benefit from a competent diversity management?

- Better utilization of human capital;
- Flexible and adaptable work force, supporting the restructuring and the changes in the company;
- New business ideas generated from the "different" work force (over 18 features of diversity are treated – age, gender, origin, level of ability to work, culture, values, education, position in the organization hierarchy, experience, expectations, working style, private life style, etc.);
- Better understanding of the local market particularities when hiring local employees;
- Better corporate image;
- Attracting socially responsible and ethical investors

We suggest some initiatives which can be developed for better diversity management:

- Cross-cultural training, aimed at the development and improvement of communication between groups, which represent different cultural systems;
- Organizing multicultural "main groups", which gather periodically to counter the stereotypes and prejudices when it comes to diversity;
- Organizing supporting groups, establishing networks for women, young people, people of disadvantaged condition, staff in retirement age, cultural minorities and other "different" employee groups;
- Advising, mentoring, consulting and reporting to the top management on the diversity problems arising in the company.
- Rewarding managers on the basis of results achieved in the skill development of members of the target groups listed above
- Developing and applying programs for fast development and creation of specific opportunities for training of the target groups.

Facing the hot problems of fast changing work force, successful companies in developed countries have already established a new position, Director of diversity and change management. Interesting in this respect is Lufthansa's practice. The company is etalon for a "different" working force:

- It serves 420 destinations in 110 countries,
- Its employees are representatives of 150 nations, 130 of which are in Germany;
- Outside Germany work 37 pct of company employees;
- In 2002 54 foreigners hold management positions;
- Of all hired employees 42 pct are women, 28 pct of which occupy management positions;
- In some of Lufthansa branches ailing people come up to 8 pct (compared to a

legal requirement for 5 pct).
One of the factors for Lufthansa highly competitive position on air services market is the innovatory approach in diversity management.

If you believe in the need for developing it in your bank, we can advise you:

- To refer to the innovative training organizations and consulting companies in Bulgaria, which keep up with the management practice pulse and have already offered effective short-term training on Diversity Management.
- To read the following books, published in Bulgarian by "Klassika i stil" publishing house:
- "Cultures and organizations – software of the mind. Cross-cultural cooperation and its significance for surviving", Geert Hofstede
- "Why are we different", Mihail Minkov;
- „Culture study. Exercises, stories and synthetic cultures", Geert Hofstede and Paul Peterson.

The effectively managed international team is a key competitive edge of contemporary organizations. If you begin to build it now it can turn into invaluable social capital.

Thanks to the kind cooperation of Mrs. Vachkova, the HRM topics will have their constant place in our newsletter. We are happy to inform you that the next issue of Navigator will offer you a new rubric considering the latest developments in HRM, managed by Mrs. Vachkova.

Management Tips

Operational risks can be considered the most general and of the broadest scope type of risk for two main reasons. First, they affect any organization no matter of its business activity or level of development, and second, they affect the entire business unit as a whole. Operational risks have very broad meaning and it is essential that managers be well aware of what generates operational risk and what can be called operational risk. To be able to define it means to be able to prevent it.

Operational risk in the sphere of HRM:

- *Risk of high staff turnover* (risk related to employee motivation) – staff replacement leads to higher expenses for training and acclimatizing staff; errors are far more likely to occur; and moreover, the rest of the staff is encouraged to look for other positions. The key personnel risk should be considered carefully as high staff turnover in qualified, senior and technical positions is more critical than high turnover among less qualified, younger and junior employees.
- *Risk of employee fraud*, money laundering, confidentiality breach (related to employee honesty) – lying, cheating, falsifying expense reports, embezzling funds, stealing corporate property (low-level employees), misrepresenting financial statements, overstating assets, sales, profit and understating liabilities, expenses and losses. The occurrence of such risk is usually due to lax internal accounting controls and loose moral standards, absence of well-developed code of conduct.
- *Risk of employee errors* (related to employee competence) – the errors of commission (incorrect performance of sequence of steps) are likely to result from inadequate training, poor instructions, limited support; the second type of errors, the errors of omission (misfiling or losing documents), are usually due to confusion and distraction. Other risk factors are low experience, stress (personal problems, too high work load, lack of time allowances), lack of trust and consultations between management and staff, bad working environment related to insufficient / excessive light, heat, humidity and noise, etc.
- *Relationship risk* - contractual disagreement, dissatisfaction, failure in communications, lack of trust between management and staff, underutilized staff, mismatch between work complexity and staff competence, absence of formal prioritization rules, lack of separation of duties and default, ineffective control.

Technology, products and processes operational risk

- *Technology risk* - risk of failures associated with computer hardware, software, computer systems and communication networks. It can be split in information risk (leaking or loss of critical information), data risk (corruption of critical data), model risk (incorrect implementation of valuation and risk models, use of models based on questionable assumptions, use of wrong calculation methods), risk of programming error, risk of systems failure, computer security – related threats (unauthorized access to firm information and offices, virus damage)
- *Products and processes risks* – work inefficiency is very often caused by duplication, mismanaged complexity and non-transparency of business processes. As for the development of the product mix, product complexity is unlike to create economies of scale and convergence of standards; neither is full standardization good as it may lead to a decline in innovation, flexibility and customer service, lack of differentiation, besides differentiation diversifies many business risks

The operational risks typology presented above is taken from the book of

Dr. Christopher Marshal
Measuring and Managing Operational Risks in Financial Institutions, Tools, Techniques and Other Resources, 2001
It is available in the IBI library.

In the next issue of Navigator we will proceed with the same topic, presenting to our readers different approaches for operational risk prevention.

Book Marker

In the Book Marker Column we give the floor to our readers to share their view on books in the IBI Resource Center. In this issue of Navigator we have invited Mr Emiliyan Tsvetkov, system analyst at Habros Bank. Emiliyan Tsvetkov has Master of Science degree in International Banking & Finance from John Moores University - UK and degree in Software Technology from University of Liverpool. Currently he is a distance-learning student for an ACCA (Association of Chartered Certified Accountants, Great Britain) degree. He is also working with the Center for International Banking, Economics and Finance -CIBEF - UK in the area of forecasting international financial markets using neural networks.
Contact information:
www.tzoon.co.uk ; emil@tzoon.co.uk

Book title:
Financial Accounting, Edition 2003, 800 pages, ISBN: 0-618-023358

Authors:
Belverd E. Needles, Jr. teaches auditing and accounting at the DePaulUniversity. He is President of the International Association for Accounting Education and Research and Arthur Anderson LLP professor. He is also author of more than 20 books and monographs in the area of financial accounting.
Marian Powers, is a professor of accounting at the Allen Center of Executive Education at Northwestern University, specializing in financial reporting and analysis.

Language: English

Target Audience:
Students at undergraduate and graduate level with no previous training in accounting and business

Summary:
The fundamental purpose of accounting is to provide information for successful decision making. The focus of the book is to give the right balance between the theory and the practical application as well as to develop critical and analytical thinking, preparing the students for their career in finance.
The book is divided into four main parts; Accounting as an Information System,

Measuring and Reporting the Operating Cycle, Measuring and Reporting Long-term Assets and Long-Term Financing and Expanded Presentation and Analysis of Accounting Information. Each chapter has learning objectives, a real –world example, well structured chapter's topic, review and assignments. The authors have also emphasized on the professional ethics of the accounting profession. The book is well illustrated with lots of charts and tables.

As every textbook of this kind it starts with the fundamentals of accounting. Part one covers the uses of accounting information and presents the concepts and techniques of the basic accounting systems. It includes such topics as assets, liabilities, owner's equity, income statements, trail balances, cash flows, ratios etc. Part two presents the operation cycle, purchasing, selling and reporting of the assets and liabilities related to the operating cycle. Here the student can learn about the different inventory systems, the management of short-term assets, accounts receivables, notes receivable and etc. Part three introduces the concept of investing in long-term assets and long-term financing with debt and equity. The management of equipment, natural resources, as well as the theory and techniques of depreciation are studied in details. Part four is the final part of the book where all skills and knowledge acquired so far will be applied for understanding the expanded forms of financial statements, how to interpret and analyze them. Here the student will gain skills in preparing corporate income statements, understand tax issues, compute earnings per share, etc.

The book is also accompanied with a CD-ROM which includes Windows-based software programs. Fingraph® Financial Analysi ™ is software with database, containing actual corporate annual reports. It is used widely in the book as a support tool for quick and easy understanding for analyzing the financial data of the companies. Accounting Transaction Tutor is Windows software for monitoring students' progress through the course. Windows General Ledger Software is a software program which offers complete coverage of the accounting concepts.

Conclusion:

Bulgaria is on the fast track for EU accession and as we approach the final, the need for equalizing our accounting practice with the EU will grow exponentially. The book Financial Accounting is an excellent tool for anyone wishes to gain knowledge and practical skills in finance. I also recommend it for those professionals who would like to know more about the USA accounting practices and also for those aiming the US CPA (Certified Public Accountant, USA) qualification.

Useful Links

In this issue of the newsletter we will introduce you to a web site with comprehensive range of solutions to address strategic and operational problems facing financial services organizations and the people working in the economic and financial sectors:

WWW.BAI.COM

The Banking Administration Institute is a leading professional organization offering education and training courses and workshops, conferences and seminars, research and benchmarking services and specialized information in three main themes - retail delivery, risk management and bank operations and payments.

Web site users can register and maintain for free their own account, the so-called BAI KnowledgeBank. The new online information source is the best way to keep oneself current with BAI's products and services, upcoming events, special offers and other new features. Besides, you gain access to specific daily interest rate information for the products and markets you choose. These data are provided by Datatrac, the most trusted resource for competitive interest rate research. Web site users are also offered to join BAI mailing list, defining the information required by indicating their areas of professional interest. Requests for receiving additional details on any of the products and services can be made too.

Banking Strategies magazine, the BAI's publication of very high reputation, is designated for senior bank and financial services executives. Each issue features in-depth articles on the latest strategic trends and interviews with the most influential executives in financial services. The magazine received two Golden Page Awards from Emerald Management Reviews in 2003 for "Managerial Application" and "General Readability." The current and the past issues are available on-line too. Besides, a preview of the upcoming issue and the editorial calendar for the entire year, showing the respective issue features and topics to be covered, are also presented in the web site.

BAI meet the financial services professionals' needs for relevant and quality information for sound decision-making through three main services – BAI Research, Benchmarking and Employee Surveys. The most recent studies focused on Retail Financial Services, Technology and Payments and Banking Industry and Regulatory topics. The white papers are available in the web site, as well as information about the research projects in process. Under Benchmarking section the BAI standards and schemes for measuring performance and rating businesses are presented. Companies are usually compared against national averages for profitability, productivity and technology applications and are analyzed in the long-term, thanks to BAI's 28 year historical database. As for the employee survey and compensation study services, useful information about the qualitative and quantitative research techniques utilized, norms and standards followed, topics covered and steps included is provided online. This can help you understand the key elements for assessing your employee's attitude and view on company's products, policies and procedures, as well as your benefit and compensation strategies.

The Career Center resource generates additional benefits for the site users. It provides listing of circa 90 useful links to job web sites, divided into the following categories – Executive recruiter, Financial Job, General Job sites and Miscellaneous.

If you are having trouble finding the information you are looking for, the site map or the site search option may be of help to you. You can search for a solutions provider by full text or by BAI product or service category. Within the Banking Strategies article archive search can be defined by author, article title, executive name, company name, by issue month and issue year and by category. The eMarketPlace section also provides a comprehensive and easy-to-use online guide to the industry's top solutions providers and their products and services. Search by name or by product type, either way you will get all the information needed to make the right purchasing decisions.

If you wish to share your thoughts on any of the articles, please write to:

Silvia Peneva: silvia.peneva@ibi-bg.com, or
G. Stancheva: georgana.stancheva@ibi-bg.com

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Appendix M

IBI BOOK CATEGORIES

1. Bank Risk Management & Insurance
2. Asset & Liability Management
3. Credit Management & Credit Products
4. Financial Management & Accounting
5. Trade Finance
6. Economics & Capital Markets
7. Bank Operations and Systems
8. Consumer / Retail Banking
9. Management & Leadership
10. Marketing & Public Relations
11. Human Resource Management
12. Careers / Training / Self-Improvement
13. Small Business & Entrepreneurship
14. Business English / Dictionaries / Encyclopedia

ASSET & LIABILITY MANAGEMENT - 2

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Managing Bank Capital	Chris Matten	2000	341
2.	Bulgarian	Investments	Zvie Bodie, Alex Cane, Alan Marcus	2000	944
3.	English	The Handbook of Asset / Liability Management	Frank J. Fabozzi & Atsuo Konishi	1996	506
4.	English	Managing Bank Assets and Liabilities: Strategies for Risk Control and Profit	Marcia L. Stigum & Rene O. Branch, Jr.	1983	429
5.	English	The Dow Jones-Irwin Guide to Bonds and Money Market Investments	Marcia Stigum & Frank Fabozzi	1987	298
6.	English	Money Market Calculations: Yields, Break-Evens, and Arbitrage	Marcia Stigum	1981	200
7.	English	The Money Market	Marcia Stigum	1983	728
8.	English	Asset Liability Management: A Guide to Value Creation and Risk Control (+ CD)	Jean Dermine Youssef F. Bissada	2002	288

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CREDIT MANAGEMENT & CREDIT PRODUCTS – 3

№	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Problem Loan Strategies	John E. McKinley, III Ben F. Johnson, III	1985	168
2.	English	Credit Analysis of Financial Institutions	Waymond A. Grier	2001	297
3.	Bulgarian	Guide to Analyzing Companies	Bob Vausse	2001	357
4.	English	The Bank Credit Analysis Handbook	Jonathan Golin	2001	740
5.	English	Managing Credit Risk: The Next Great Financial Challenge	John B. Caouette, Jack B. Caouette	1998	452
6.	English	Project Financing: Asset-Based Financial Engineering	John D. Finnerty	1996	384
7.	English	Fundamentals of Real Estate Appraisal (+ Diskette)	William L. Ventolo, Martha R. Williams	2001	446
8.	English	World Leasing Yearbook 1998	Euromoney Publications Inc.	1998	474
9.	English	Credit Scoring and its Applications (+CD)	Lyn C. Thomas David B. Edelman, Jonathan N. Crook	2002	248
10.	English	Credit Card Risk Management	Richard Warren Nelson	1997	318
11.	English	Consumer Lending	Paul R. Beares	1992	342
12.	Bulgarian	Mortgage Market in Bulgaria	Stefan Yotov	2001	59
13.	Bulgarian	Housing Loans Allocation in Bulgaria	Stefan Yotov	2002	135
14.	English	Moody's Credit Opinions. Governments & Supranationals.	Moody's Investors Service	1999	225

FINANCIAL MANAGEMENT & ACCOUNTING – 4

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	Bulgarian	Prospectives for Business Development: Evaluation of the Indicators for Your Business Status	Andy Neely	2001	239
2.	English	Commercial Bank National Average Report	-	2000	70
3.	Bulgarian	Forecasting Financial Markets	Tony Plummer	1994	431
4.	English	The Bank Valuation Handbook	Hazel J. Johnson	1996	329
5.	English	The Financial Numbers Game: Detecting Creative Accounting Practices	Charles W. Mulford & Eugene E. Comiskey	2002	395
6.	Bulgarian	How to Read a Financial Report	Merill Lynch	2002	51
7.	English	Valuing a Business	Shannon P. Pratt, Robert F. Reilly	2000	923
8.	English	Ernst and Young Guide to Performance Measurement for Financial Institutions: Methods for Managing Business Results	Ernst and Young	1995	341
9.	Bulgarian	Real Options	Tom Copeland, Vladimir Antikarov	2002	446
10.	English	Fixed Income Reading for the Chartered Financial Analyst Program	Frank J. Fabozzi	2001	306
11.	English	Financial Accounting (+CD)	Belvert E. Needles, Jr. Marian Powers	2001	825
12.	English	Futures, Options, and Swaps (the book)	Robert W. Kolb	2002	968
13.	English	Futures, Options, and Swaps (Solutions Manual to accompany the book)	Robert W. Kolb	2002	289
14.	English	Investment Analysis and Portfolio Management	Frank K. Reilly Keith C. Brown	2000	1242
15.	English	The Handbook of Bank Accounting. Understanding and Applying Standards and Regulations	Charles J. Woelfel	1993	418
16.	English	Fundamentals of Financial Management (+CD)	Eugene F. Brigham Joel F. Houston	2001	1050
17.	English	IAS 98. Interpretation and Application of International	Barry J. Epstein Abbas Ali Mirza	1998	842

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TRADE FINANCE – 5

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Incoterms 2000	International Chamber of Commerce	1999	127
2.	Bulgarian	Banks – Local and International Payments	Ph.D. Penka Stefanova	2000	259
3.	English	Export/Import. Procedures and Documentation	Thomas E. Johnson	2002	583
4.	English	Global Trade Financing	Harry M. Venedikian, Gerald A. Warfield	2000	500
5.	English	International Credit and Collections. A Guide to Extending Credit Worldwide	Mary S. Schaeffer	2001	266
6.	English	Export - Import Financing	Harry M. Venedikian, Gerald A. Warfield	1996	478
7.	English	Incoterms 1990	International Chamber of Commerce	1990	216
8.	English	Letters of Credit	Michael Rowe	1997	303
9.	English	Standard Documentary Credit Forms for the UCP 500	Charles del Busto	1993	75
10.	English	The Basics of Foreign Trade and Exchange	Adam Gonnelli	1993	50

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ECONOMICS & CAPITAL MARKETS – 6

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	Bulgarian	Guide to Economic Indicators: How to Understand Economy	The Economist	2000	293
2.	Bulgarian	Economics	Stanley Fisher	1997	810
3.	English	Fundamental Methods of Mathematical Economics	Alpha C. Chiang	1967	690
4.	English	Money, the Financial System, and the Economy	R. Glenn Hubbard	2002	830
5.	English	The Economics of Money, Banking, and Financial Markets	Frederic S. Mishkin	2001	295
6.	English	Debt Stocks, Debt Flows and the Balance of Payments	The Bank for International Settlements, IMF, OECD, The World Bank	1994	151
7.	English	Report on the Measurement of International Capital Flows	International Monetary Fund	1992	128
8.	English	Debt or Equity? How Firms in Developing Countries Choose	Jack Glen, Brian Pinto	1994	66
9.	English	Understanding Open Market Operations	M. A. Akhtar	1997	52
10.	English	Emerging Stock Markets: A Complete Investment Guide to New Markets Around the World	Margaret M. Price	1994	414
11.	English	Securities Markets	Kenneth Garbade	1982	532
12.	English	Market 2000. An Examination of Current Equity Market Developments	Division of Market Regulation, US Securities and Exchange Commission	1994	810
13.	English	Economics with Infotrac: Private and Public Choice	James D. Gwartney, Richard L. Stroup, Russell S. Sobel, David A. Macpherson	2002	984
14.	English	The Stock Market: Theory and Evidence	James H. Lorie & Mary T. Hamilton	1973	304

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15.	Bulgarian	Bonds	Slavcho Parushev	1995	292
16.	English	Problems of Economic Transition. Reforms and the Development of the Russian Economy in 1995-97	John Tedstrom	1996	92
17.	English	Emerging Stock Markets Factbook 1997	International Finance Corporation	1997	338
18.	Russian	Common Sense on Mutual Funds: New Imperatives for The Intelligent Investor	John C. Bogle	2002	540
19.	Russian	How to Make Money in Stocks: A Winning System in Good Times or Bad	William J. O'Neil	2003	330
20	Russian	Investing for Income: A Bond Mutual Fund Approach to High-Return, Low-Risk Profits	Ralph G. Norton	2002	260
21.	English	Restructuring and Development of the Banking Sector in Advanced Transition Countries: Lessons to be Learnt by Other Transition Economies	Economic Policy Institute	2001	100
22.	Bulgarian	Restructuring and Development of the Banking Sector in Advanced Transition Countries: Lessons to be Learnt by Other Transition Economies	Economic Policy Institute	2001	105

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BANK OPERATIONS & SYSTEMS – 7

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	7 Steps to Better Written Policies and Procedures	Stephen Page	2002	125
2.	English	Achieving 100% Compliance of Policies and Procedures	Stephen B. Page	2000	330
3.	English	Establishing a System of Policies and Procedures	Stephen B. Page	2001	150
4.	English	Information Technology and Financial Services: The New Partnership	Dr. A. Gandy & Dr. C. S. Chapman	1997	220
5.	English	Emerging Markets: Developing Clearance and Settlement Services	National Securities Clearing Corporation	1997	180
6.	English	Configuring SAP R/3 FI/CO. The Essential Resource for Configuring the Financial and Controlling Modules	Quentin Hurst, David Nowak	2000	846
7.	English	Banking Institutions in Developing Countries: Building a Strong Management and Responding to Change, vol. 1	Diana McMaughton	1992	170
8.	English	Project Management Process	TenStep, Inc	2003	250
9.	Russian	Banking Institutions in Developing Countries: Building a Strong Management and Responding to Change, vol. 1	Diana McMaughton	1994	325

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CONSUMER / RETAIL BANKING – 8

№	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Creating Tomorrow's Leading Retail Bank	Economist Intelligence Unit, in cooperation with PriceWaterhouse Coopers	1999	85
2.	English	Retail Banking Survey Report	American Bar Association	1999	130
3.	English	The Information Superhighway and Retail Banking, Volume 1	Boston Consulting Group	1995	57
4.	English	The Information Superhighway and Retail Banking, Volume 2	Boston Consulting Group	1995	65

MANAGEMENT & LEADERSHIP - 9

№	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Organisational Behaviour	G. A. Cole	1998	380
2.	English	Management Masterclass	Neil M.Glass	1998	350
3.	Bulgarian	First, Break all the Rules: What the World's Greatest Managers do Differently	Marcus Buckingham, Curt Coffman	2001	315
4.	Bulgarian	Obsessions of an Extraordinary Executive: The Four Discipline at the Heart of Making any Organization World Class	Patrick Lencioni	2001	175
5.	English	Practical Handbook for Bank Directors	Martin Lowy	1995	160
6.	Bulgarian	The New Art of the Leader: Leading with Integrity and Honor	William A. Cohen, Ph.D	2001	230
7.	Bulgarian	Cultures and Organizations: Software of the Mind	Geert Hofstede	2001	370
8.	Bulgarian	The Practice of Management	Peter Drucker	2001	470
9.	Bulgarian	The Power of Six Sigma	Subir Chowdhury	2001	105
10.	Bulgarian	Sun Tzu and the Art of Business	Mark McNeely	2001	256

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11.	Bulgarian	Six Thinking Hats	Edward de Bono	2000	215
12.	Bulgarian	Managing Conflict	Ursula Markham	1996	175
13.	English	Banking Strategies and Beyond 2000	Anthony Gandy	2000	180
14.	English	The Bank Director's Handbook	Benton E. Gup	1996	348
15.	English	When Giants Learn to Dance	Rosabeth Moss Kanter	1989	410
16.	English	The Future of Banking	Henry Engler, James Essinger	2000	328
17.	English	Influence: The Psychology of Persuasion	Robert B. Cialdini, Ph.D.	1993	320
18.	English	Designing Organizations	Jay R. Galbraith	1995	165
19.	English	Games People Play	Eric Berne, M.D.	1976	190
20.	English	Management: Tasks, Responsibilities, Practices	Peter F. Drucker	1993	840
21.	English	Management Challenges for the 21st Century	Peter F. Drucker	1999	208
22.	English	Competitive Advantage: Creating and Sustaining Superior Performance	Michael E. Porter	1998	560
23.	English	Management Alert. Don't Reform – Transform!	Michael J. Kami	1994	50
24.	English	Vision, Mission, Total Quality. Leadership Tools for Turbulent Times	William F. Christopher	1994	40
25.	English	The Power of Strategic Partnering	Eberhard E. Scheuing	1994	40
26.	English	Improving Corporate Boards: The Boardroom Insider Guidebook (+CD)	Ralph D. Ward	2000	250
27.	English	Team-Based Strategic Planning. A Complete Guide to Structuring, Facilitating and Implementing the Process	C. Davis Fogg	1994	338
28.	English	CEO Logic: How to Think and Act Like a Chief Executive	C. Ray Johnson	1998	285
29.	English	Megatrends 2003. Ten New Directions for the 1990's.	John Naisbitt & Patricia Aburdene	1990	380
30.	English	A Force to Change. How Leadership Differs from Management	John P. Kotter	1990	170
31.	English	Reengineering the Corporation. A Manifesto for Business Revolution.	Michael Hammer & James Champy	1993	225

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32.	English	Teaching Thinking	Edward de Bono	1984	260
33.	English	Jamming. The Art and Discipline of Business Creativity	John Kao	1997	200
34.	English	Men, Ideas & Politics (Essays)	Peter F. Drucker	1971	280
35.	English	Leadership and the New Science. Learning about Organization from and Orderly Universe	Margaret J. Wheatley	1994	165
36.	English	How Managers Make Things Happen	George S. Odiorne	1974	215
37.	English	Leaders. The Strategies for Taking Charge. The Four Keys of Effective Leadership.	Warren Bennis & Burt Nanus	1985	245
38.	English	Thriving on Chaos. Handbook for a Management Revolution.	Tom Peters	1988	560
39.	English	Rebirth of the Corporation.	D. Quinn Mills	1991	320
40.	English	Future Shock	Alvin Toffler	1970	500
41.	English	Riding the Waves of Change. Developing Managerial Competencies for a Turbulent World	Gareth Morgan	1988	215
42.	English	Staying Street Smart in the Internet Age	Mark H. McCormack	2000	285
43.	English	The Complexity Advantage. How the Science of Complexity can Help Your Business Achieve Peak Performance	Susanne Kelly, Mary Ann Allison	1999	260
44.	Bulgarian	The Effective Manager	Peter Drakur	2003	188
45.	Bulgarian	Strategies for e-government	Duglas Homes	2003	352
46.	English	Ethical Issues for Bankers – Trainer's Guide	American Bankers Association	2000	120
47.	English	Quality Circles in the Office – A Practical Guide for Service Industries	Rich Tewell, Consultant	1983	90

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MARKETING & PUBLIC RELATIONS – 10

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Marketing Plans: How to Prepare Them: How to Use Them	Malcolm McDonald	1997	490
2.	English	Elements of Marketing	Anthony R. Morden	1996	435
3.	Bulgarian	Kotler on Marketing	Philip Kotler	2000	279
4.	Bulgarian	The 22 Immutable Laws of Marketing	Al Ries, Jack Trout	2001	125
5.	Bulgarian	The 22 Immutable Laws of Branding	Al Ries, Laura Ries	2000	160
6.	English	Credit Card Marketing	Bill Grady	1992	200
7.	English	Spin Selling	Neil Rackham	1988	200
8.	English	Branch Banking for the Nineties: New Approaches to Sales and Management	Dwight S. Ritter	1991	180
9.	Bulgarian	Confessions of an Advertising Man	David Ogilvy	1999	155
10.	Bulgarian	Smart Business Solutions – Direct Marketing and Customer Management	Douglas Gantenbein	2000	300
11.	Bulgarian	Effective Public Relations	Scott M. Gutlip, Allan H. Center, Glen M. Broom	1999	508
12.	English	Bankers Who Sell: Improving Selling Effectiveness in Banking	Leonard L. Berry, Charles M. Futrell Michael R. Bowers	1985	160
13.	English	The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making	Thomas T. Nagle, Reed K. Holden	2002	397
14.	English	How to be a Better Negotiator	John Mattock & Jöns Ehrenborg	1998	160
15.	English	Say it With Presentations: How to Design and Deliver Successful Business Presentations	Gene Zelazny	2000	155
16.	English	The Business of Event Planning: Behind-the –Scenes Secrets of Successful Special Events	Judy Allen	2002	330
17.	English	101 Secrets of Highly Effective Speakers: Controlling Fear, Commanding Attention	Caryl Rae Krannich	1998	160
18.	English	Customer Centered Six	Earl Naumann,	2000	340

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CAREERS / TRAINING / SELF-IMPROVEMENT – 12

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	101 Ways to Make Training Active	Mel Silberman, assisted by Karen Lawsen	1995	303
2.	English	Evaluating Training Programs	Donald L. Kirkpatrick	1998	285
3.	English	Handbook of Training Evaluation and Measurement Methods	Jack J. Phillips	1997	420
4.	English	Multimedia-Based Instructional Design (+CD)	William W. Lee Diana L. Owens	2000	359
5.	English	Techniques of Training	Leslie Rae	1998	303
6.	English	Ten Steps to a Learning Organization	Peter Kline & Bernard Saunders	1998	271
7.	English	The ASTD Handbook of Training Design and Delivery	George M. Piskurich	2000	530
8.	English	The Fifth Discipline Fieldbook	Peter Senge, Richard Ross	1994	592
9.	English	The Fifth Discipline: The Art & Practice of the Learning Organization	Peter M. Senge	1994	423
10.	English	The Professional Secretary (Volume 1) – Communication Skills	John Spencer and Adrian Pruss	1996	196
11.	English	The Professional Secretary (Volume 2) – Management Skills	John Spencer and Adrian Pruss	1997	189
12.	English	The Winning Trainer: Winning Ways to Involve People in Learning	Julius E. Eitington	2002	736
13.	English	Training for Impact: How to Link Training to Business Needs and Measure the Results	Dana Gaines Robinson, James C. Robinson	1989	308
14.	English	The Big Book of Customer Service Training Games	Peggy Carlaw, Vasudha K. Deming	1998	209
15.	English	Attitude: Your Most Priceless Possession	Elwood N. Chapman	1995	86
16.	English	It's All in Your Head. Lifestyle Management Strategies for Busy People	Bruce A. Baldwin	1985	270
17.	English	What Matters Most. The Power of Your Values	Hyrum W. Smith	2000	252
18.	English	I'm OK – You're OK	Thomas A. Harris	1973	315
19.	English	Power Tools for Women.	Joni Daniels	2002	288

		Plugging into the Essential Skills for Work and Life			
20.	English	The Time Trap: How to Get More Done in Less Time	R. Alec Mackenzie	1975	195
21.	English	Use Both Sides of Your Brain. New Techniques to Help you Read Efficiently, Study Effectively, Solve Problems, Remember More, Think Creatively	Tony Buzan	1976	144
22.	English	First Things First. To Live, to Love, to Learn, to Leave a Legacy	Stephen R. Covey, A. Roger Merrill, Rebecca R. Merrill	1994	377
23.	Bulgarian	Professional tests for Self-assessment	Jim Beret	2003	244
24.	Bulgarian	All for searching a job – 1,2, 3, 4 /brochures/		2003	45

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SMALL BUSINESS & ENTREPRENEURSHIP – 13

No	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Small Business in Transition Economies (*Promote Business in Central and Eastern Europe and the former Soviet Union*)	Jacob Levitsky	1996	182
2.	English	Contemporary Retailing	William H. Bolen	1988	622
3.	Bulgarian	Cut Your Losses	Keith O'Brien	1998	222
4.	English	Marketing Your Services: A Step-by-Step Guide for Small Businesses and Professionals	Anthony O. Putman	1990	246
5.	English	Successful Business Planning in 30 Days: A Step-by-Step Guide for Writing a Business Plan and Start Your Own Business	Peter J. Patsula	2000	212
6.	English	Small Business Trickling up in Central and Eastern Europe	Galen Spencer Hull, Stuart Bruchey	1999	287
7.	English	Real Estate Brokerage: A Management Guide	John E. Cyr Joan M. Sobeck Laurel D. McAdams	1999	540
8.	Bulgarian	Kick-Start Your Business: Bigger Brands for Smaller Businesses	Robert Craven	2003	295
9.	English	The Business Plan Writing Handbook: A Step-by-Step Guide for Creating a Winning Business Plan, Complete with Market and Competitor Analysis and Financial Projections	Linda T. Elkins	1994	162
10.	English	Business Planning 3 – Aspects of the Market Economy (2 copies)	Richard Lloyd, Hanns Muth, Frederick Gerlach	1997	145

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BUSINESS ENGLISH / DICTIONARIES / ENCYCLOPEDIA – 14

№	LANGUAGE	TITLE	AUTHOR	YEAR OF PUBLICATION	PAGES
1.	English	Guide to English for Business	Barbara Campbell	1999	153
2.	English	Guide to English for I.T. and the Internet	Lesley Gourlay	2000	117
3.	English	Banking English	Julie Pratten	1997	112
4.	Bulgarian	Dictionary on Economics		1994	538
5.	Bulgarian	English-Bulgarian Dictionary on Trade	-	1991	255
6.	Bulgarian	The McGraw Hill Dictionary of International Trade and Finance (v.1)	Carolyn R. Gipson	1995	503
7.	Bulgarian	The McGraw Hill Dictionary of International Trade and Finance (v.2)	Carolyn R. Gipson	1995	495
8.	Bulgarian	Dictionary of Marketing (v.1)	Wolfgang J. Koschnik	1997	846
9.	Bulgarian	Dictionary of Marketing (v.2)	Wolfgang J. Koschnik	1997	732
10.	English	Dictionary of Banking Terms	Thomas B. Fitch	2000	525
11.	English	Banking Terminology	American Bankers Association	1993	410
12.	English	The St. James Encyclopedia of Banking & Finance	Glenn G. Munn, F. L. Garcia, Charles J. Woelfel	1991	1097

CD-ROM

№	LANG	TITLE	AUTHOR	FORMAT	SIZE
		CATEGORY 9: MANAGEMENT AND LEADERSHIP			
1.	English	The Creative Leadership System - CD 1 - CD 6	Michael Vance	Audio	50 min
2.	English	"Quest for Mastery" - A New Leadership Paradigm - Based on Management By Values andParticipation Thinking - CD 1- CD 4	Mike Vance & Diane Deacon, Adjuvant	Audio	50 min
3.	English	Brain Exchange - CD 1 - CD 4	Mike Vance	Audio	45 min
4.	English	The Brain Exchange - Audio Magazine / Resources for the Mind - Thought Provoking Concepts, Ideas and Techniques - CD 1 - CD 12	Mike Vance & Diane Deacon	Audio	45 min
5.	English	Sales Management	J. Douglas Edwards	Audio	45 min
6.	Bulgarian	Corporate Governance Manual/Bulgaria 2002 / и в печатен формат /	USAID / Capital Markets Project	Text	1.17 MB
7.	English	Corporate Governance Manual/Bulgaria 2002 / и в печатен формат /	USAID / Capital Markets Project	Text	1.17 MB
		CATEGORY 10: MARKETING AND PUBLIC RELATIONS			
		SOUND SELLING /The Audio Magazine for Sales Success - Source for New Sales Ideas /			
1.	English	Sound Selling vol.1 CD1: Have I Got to Beg to Buy? Prescription for Procrastination CD2: Analysis on Setting Priorities Sensory Selling	Michael Aun Susan Stephani Chuck Reaves Thomas Faranda	Audio Audio	60 min 60 min
2.	English	Sound Selling vol.2 CD1: Put the Spotlight on Your Presentation The Million-Dollar Call CD2: The Assertive Attitude Competitive Awareness: Winning Sales Strategies	David Dworski George Walter Jane Boucher Jim Pancero	Audio Audio	60 min 60 min
3.	English	Sound Selling vol.3 CD1: Leadership Selling 10 Keys to More Creative Selling CD2: Perfect Your Power Skills Deflate Job Pressures	Ty Boyd C. Richard Weylman Marilyn Manning Matt Oechsli	Audio Audio	60 min 60 min
4.	English	Sound Selling vol.4 CD1: How to Position Yourself in Your Customers' Minds Skills for Success	Nido Qubein Adele Scheele	Audio	60 min

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		CD2: No-Worry Proposal Writing CPR-Consult, Personalize, Recommend	Ralph & Lois Patton George Walter	Audio	60 min
5.	English	Sound Selling vol.5 CD1: 9 Key Skills That Make Sales Rocket Keeping Cool When Things Get Hot CD2: Fearbusters Buyer's Rights	Brian Tracy Jan D'Arcy Kerry Johnson James Calano	Audio Audio	60 min 60 min
6.	English	Sound Selling vol.6 CD1: The Fine Art of Questioning Selling & Self-Esteem CD2: Smart Ways to Survive a Slump The 5 Biggest Priorities for Success	Tony Alessandra Nathaniel Branden Sheila Murray Bethel Jim Hansberger	Audio Audio	60 min 60 min
7.	English	Sound Selling vol.7 CD1: Four Generations of Selling Skills Networking for Sales & Customer Service Success CD2: The Magic of Enthusiasm The Challenge of the 1990s	Don Beveridge Anne Boe Danis Waitley Bill Brooks	Audio Audio	60 min 60 min
8.	English	Sound Selling vol.8 CD1: How to Make You Own Good Fortune Anatomy of a Soft Sale CD2: 7 Skills to Enhance Your Personal Power Building Contact Clusters	Joel Weldon James Lorentzen Lisa Ford Forrest Patton	Audio Audio	60 min 60 min
9.	English	Sound Selling vol.9 CD1: Creating Customer Loyalty Smart Questions for Salespeople CD2: The Magic Minute How to Collect & Keep the Account	Jerry Anderson Dorothy Leeds Bill Bethel Bill Gibson	Audio Audio	60 min 60 min
10.	English	Sound Selling vol.10 CD1: The Ace Theory Building Desire Through Word Pictures CD2: Adversity Selling Direct Mail	Carol Sapin Gold Michael Wickett Mike Lipsey Rick Barrera	Audio Audio	60 min 60 min
11.	English	Sound Selling vol.11 CD1: Why Customers Leave for Greener Pastures Success in 25 CD2: Intuitive Selling Selling to Win	Michael LeBoeuf Robert Ringer Susan F. Woodring Jim Cathcart	Audio Audio	60 min 60 min
12.	English	Sound Selling vol.12 CD1: Closing the Sale Fast Selling What People Are Buying CD2: A Quick Formula for Handling Fear	Danielle Kennedy Mark Sanborn Jim Lorentzen Nido Qubein	Audio Audio	60 min 60 min

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		How to Boost Your Selling Power			
13.	English	Sound Selling vol.13 CD1: Fax Phoning Resolving Conflicts Positively CD2: Secrets of Closing the Sale Improving Your Sales Results	 George Walther Joan Pastor Zig Ziglar Jack & Cary Kinder	 Audio Audio	 60 min 60 min
14.	English	Sound Selling vol.14 CD1: NLP: Today's Raport Builder Value-Added Selling CD2: How to Defeat the Inner Enemy Reducing Buyer Reluctance	 Kerry Johnson Chuck Reaves Pam Lontos C. Richard Weylman	 Audio Audio	 60 min 60 min
15.	English	Sound Selling vol.15 CD1: Winning the Inner Game of Selling The Best Image-Builder in the Selling World CD2: More Than One Way to Sell A Surefire Formula for Getting Free Lists of Prospects	 Matt Oechsli Bill Bethel Sherill Estes Gordon Allen	 Audio Audio	 60 min 60 min
16.	English	Sound Selling vol.16 CD1: High-Impact Prospecting Opportunity Selling CD2: Sales Is an Attitude, Nor a Department Streetfighting	 Bill Brooks Jeff Blackman Patricia Fripp Jeff Slutsky	 Audio Audio	 60 min 60 min
17.	English	Sound Selling vol.17 CD1: A Balanced Approach Spells Selling Success! Removing the Barriers to the Sale CD2: All Things Are Negotiable 7 Common Denominators of Success	 Jim Pancero Alan Cimberg Mary Jo Huard James Lorenzen	Audio Audio	60 min 60 min
18.	English	Sound Selling vol.18 CD1: A Winning SalesCombination Superstar Ideas for Superstar Success CD2: The Rebirth of the American Salesperson Power Plays That Captivate Customers	 Jim Cathcart Mark Victor Hansen Jim Hansberger Loretta Malandro	 Audio Audio	 60 min 60 min
19.	English	Sound Selling vol.19 CD1: The Most Important Responsibility as a Salesperson Establishing Yourself as the Expert CD2: Territory Management Games People Play	 Layne Longfellow Jerry Anderson Michael Wolff Carol Sapin Gold	Audio Audio	 60 min 60 min
20.	English	Sound Selling vol.20 CD1: Breaking the Ice Key Attributes Lead to Success CD2: Defining Your Motivational	 Bill Gibson Rebecca Morgan Tom Reilly	 Audio	 60 min 60 min

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		Profile Dealing with Call Reluctance	Bruce Robbins	Audio	
21.	English	Sound Selling vol.21 CD1: Needs-Based Selling Achievement by Design CD2: Persuasive Presentations Mental Imagery: The Master Skill for Success	Sheila Murray Bethel Will Robertson Mark Sanborn Curtis Van Voorhees	Audio Audio	60 min 60 min
22.	English	Sound Selling vol.22 CD1: Breaking Out of Your Comfort Zone Being A Visible Salesperson CD2: How to Handle Failure Using Evidence to Eliminate Disbelief	Bill Gibson Patricia Fripp Denis Waitley Mike Wickett	Audio Audio	60 min 60 min
23.	English	Sound Selling vol.23 CD1: Using the Support Concept in Sales Dealing with the Objection: Your Price Is Too High CD2: Actions You Can Take to Counter Stress Drop Me in Dubuque	Hank Trisler Alan Cimberg Susan Stephani Joel Weldon	Audio Audio	60 min 60 min
24.	English	Sound Selling vol.24 CD1: Empowerment What Makes a salesperson Lucky CD2: The Approach Dealing with Objections	Larry Wilson Cavett Robert Danielle Kennedy Zig Ziglar	Audio Audio	60 min 60 min
25.	English	Sound Selling vol.25 CD1: Crushing Price Objections Achieving Success with No Holds Barred CD2: Proven Techniques for Increasing Sales How to be more visible to Your Customers	Tom Reilly Adele Scheele Bill Gibson Patricia Fripp	Audio Audio	60 min 60 min
		SPEAKERS ASSOCIATES PRESENTS SIX ALL-STAR SPEAKERS			
26.	English	Speakers Associates presents Six All-Star Speakers CD 1: Four Keys to Successful Selling CD 2: Sixth Sense CD 3: You Can't Heat An Oven with Snowballs CD 4: The Challenge of a Pro CD 5: The Miracle Called America CD 6: Prescription for The Happy Life	Dr. Arthur Secord Dr. Herb True Cavett Robert Art Holst Congressman Tennyson Guyer Dr. Charles W. Jarvis	Audio	45 мин

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VIDEOS

No	LANG	TITLE	FORMAT	SIZE
1.	English	A Peacock in the Land of Penguins	Animation	12 min
2.	English	And When You Fall	Clip	4 min
3.	English	Encouraging the Heart	Movie	20 min
4.	English	Fish	Movie	17 min
5.	English	How in Hell Do We Manage	Animation	15 min
6.	English	Power of Words	Clip	4 min
7.	English	Race without a Finish Line	Animation	10 min
8.	English	Teamwork	Clip	8 min
9.	English	Who Moved My Cheese	Animation	14 min

Appendix N

Project name: BANKER TRAINING
PROJECT EQUIPMENT INVENTORY
Contract No: PCE - I - 00 - 99 - 00006 - 00
Country: BULGARIA

Type of Equipment	Inventory	Description	Model No	Serial/ Registration No	Purchase Date	Purchase Price
Printer	0 0 1	HP Laser Jet Printer 1110	C4224A	FRGR 613812	4/5/00	486 USD
Computer	0 0 2	Laptop Toshiba Tecra 8100	PT810U	90936813U	09/27/2000	2,908 USD
Computer	0 0 3	Laptop Toshiba Tecra 8100		80876620U		2,908 USD
Computer	0 0 4	Laptop Compaque Presario	12XL307	1V11FP4KZ716	04/17/2001	1,723.64 USD
Computer	0 0 5	Laptop Toshiba S 1700 - 300	PS170E-0006P-G3	21595715G	06/13/2001	1,718.06 USD
Scanner	0 0 7	HP ScanJet ADF	C7670A	SG0702615K	11/29/2000	610 USD
Audio-visual	0 0 8	3M Multimedia Projector XGA	MP8725B		01/18/2001	5,270.70 USD
Audio-visual	0 0 9	TV, Hitachi Multi-System	C2980		11/29/2000	1,375 USD
Audio-visual	0 1 0	VHS Camcoder, Hitachi, PAL	8480		11/29/2000	996 USD
Audio-visual	0 1 1	VCR, Toshiba Multi-Voltage	V - W57	48743928	11/29/2000	475 USD
Audio-visual	0 1 2	Tripod SLIK	U 9000		11/29/2000	(included in the above sum)
Audio-visual	0 1 3	Panasonic Colour TV	TX-21CK1P/B	ND-1260077	09/17/2001	269.5 USD (539 BGN)
Buisiness	0 1 4	Rexel Binding Machine	CB 400	A 605 410	9/10/01	369.6 USD (739.2 BGN)
Buisiness	0 1 5	Binding Machine	Fellowes PB200		5/10/01	141.22 USD (282.45 BGN)
Business	0 1 6	Flipchart	FAPI		06/15/2001	116.65 USD (233.30 BGN)
Business	0 1 7	Mobile phone	Nokia 6150		11/5/00	636.08 USD
Business	0 1 8	Mobile phone	Nokia 3210		11/5/00	(included in the above sum)
Computer	0 1 9	Desktop monitor, IBM	6332 - 4HN	55 - MPK89	11/19/01	
Computer	0 2 0	Desktop monitor, IBM	6332 - 4HN	55 - MPL47	11/19/01	
Computer	0 2 1	Desktop monitor, IBM	6332 - 4HN	55 - MPK92	11/19/01	
Computer	0 2 2	Desktop monitor, IBM	6332 - 4HN	55 - MPK86	11/19/01	
Computer	0 2 3	Desktop monitor, IBM	6332 - 4HN	55 - MPM00	11/19/01	
Computer	0 2 4	Desktop computer, IBM	13 U	23G4139	11/19/01	
Computer	0 2 5	Desktop computer, IBM	13 U	23G1487	11/19/01	
Computer	0 2 6	Desktop computer, IBM	13 U	23G1475	11/19/01	
Computer	0 2 7	Desktop computer, IBM	13 U	23G1466	11/19/01	
Computer	0 2 8	Desktop computer, IBM	13 U	23G1577	11/19/01	

Computer	0 2 9	Desktop computer. IBM	13 U	23G4122	11/19/01	
Business	0 3 0	Fax, HP	C8413A	MY19M820WZ	11/19/01	
Printer	0 3 1	Printer, HP	C2693A	SG0AI130ZK	11/19/01	
Printer	0 3 2	Printer, HP	C2693A	SG1251312Z	11/19/01	
Printer	0 3 3	Printer, HP	C2693A	SG197130T2	11/19/01	
Computer	0 3 4	Desktop monitor, IBM	6332 - 4HN	55 - MPK09	11/19/01	
Computer	0 3 5	Desktop monitor, IBM	6332 - 4HN	55 - MPK79	11/19/01	
Computer	0 3 6	Printer, HP	C2693A	SG 1981306D	11/19/01	
Computer	**0 3 7***	**Desktop computer, IBM**	**13 U**	**23G**	**11/19/01**	12,766 USD (including 019-036)
Computer	0 3 8	Desktop computer, NEC			1/10/02	2,223.44 USD
Audio-visual	0 3 9	Digital camera, HP			1/10/02	590.00 USD
Audio-visual	0 4 0	Digital camera battery charger			2/21/02	45 USD (99.00 BGN)
Audio-visual	0 4 1	Digital camera memory card			2/26/02	61.81USD (136 BGN)
Audio-visual	0 4 2	Remote Control for MP 3M	78811881859	PO:6400564	8/1/02	178.37 USD (356.75 BGN)
Business	0 4 3	Telephone, Panasonic	KX-TS3FXW	2BAFA029756	10/4/02	
Business	0 4 4	Telephone, Panasonic	KX-TS3FXW	2BAFA029757	10/4/02	
Business	0 4 6/7/8	4 Chairs	ST 50 M		9/12/02	280 USD (560.00 BGN)
Business	0 4 9	4 Chair arms	ST35 M,ST 50 M		9/12/02	64 USD (128.00 BGN)
Business	0 5 0/ 0 5 1	2 Chests of drawers			9/12/02	222 USD (444.00 BGN)
Business	0 5 2	1 Cabinet (semi-round shelves)			9/12/02	83 USD (166.00 BGN)
Business	0 5 3	1 Cabinet (semi-round shelves)			10/15/02	79.68 USD (159.36 BGN)
Printer	0 5 4	Printer, HP LaserJet 1200N	(1) C7044A	(S) CNC2853767	1/24/03	352.5 USD (705 BGN)
Audio-visual	0 5 5	DVD Player - JVC	XV-S302SL	157K4907	3/7/03	179.4 USD (358.80 BGN)
TOTAL						**37 128.66 USD**

As at March 13, 2003
NB! The USD/BGN exchange rate is 2.00
*** - the computer, which was lost at the Customs**

Appendix O

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

[illegible]	[illegible]
7:10 AM	Depart Sofia via Lufthansa flight # 3513 to Munich/Washington
3:25 PM	Arrive in Dulles Airport - Washington, DC
4:00 PM	Bus from Dulles Airport to Westin Grand Washington, DC 2350 M Street, NW
5:00 PM	Brief orientation in hotel lobby led by Melissa Schutte
5:30 PM	Check into Westin Grand
[illegible]	[illegible]
9:50 AM	Meet Melissa Schutte in lobby of Westin Grand
10:00AM – 1:00 PM	Guided bus tour of Washington sites
1:30 PM	Return to Westin Grand
	Afternoon and evening free
[illegible]	[illegible]
8:35 AM	Meet Melissa Schutte in the lobby of the KPMG building 2001 M Street, NW
8:45 – 9:30 AM	Program overview – Gwynn Chandler KPMG conference room 6013
9:35 AM	Walk to American Bankers Association (ABA) 1120 Connecticut Avenue, NW
10:00 AM – 12:15 PM	Site visit - American Bankers Association • ABA general overview • ABA product development, marketing and the American Institute of Banking (AIB)
12:15 – 1:50 PM	Lunch break
1:50 PM	Return to ABA
2:00 – 3:30 PM	ABA – continued. Further discussion on AIB
3:35 PM	Walk from ABA to KPMG at 2001 M Street, NW
4:00 – 4:30 PM	Wrap-up session - Gwynn Chandler KPMG conference room 6013
4:30 PM	Walk to hotel
	Evening free
[illegible]	[illegible]

436

8:50 AM	Meet at the KPMG building at 2001 M Street, NW
9:00 – 9:30 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
10:00 AM – 12:30 PM	Site visit – ABA • ABA schools and conferences • Institute of Certified Bankers
12:30 – 1:50 PM	Lunch break
1:50 PM	Return to ABA
2:00 – 3:00 PM	ABA Distance Learning/E-learning Products and Services
3:05 PM	Walk from ABA to KPMG at 2001 M Street, NW
3:30 – 4:00 PM	Wrap-up session – Gwynn Chandler KPMG conference room 6013
6:20 PM	Depart for group dinner at Poste Restaurant in The Hotel Monaco 700 F Street, NW
7:00 – 9:30 PM	Group dinner at Poste Restaurant

8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:25 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:30 AM	Board bus in front of 2001 M Street, NW and travel to International Association of Continuing Education at 1620 I Street, NW, Suite 615
10:00 AM - 12:00 PM	Site visit to International Association for Continuing Education and Training • Marketing and promotion of programs • Identifying, developing and promoting new training products • Serving members with targeted services and products
12:05 PM	Board bus and travel to Union Station
12:25 – 1:30 PM	Lunch at Union Station
1:35 PM	Board bus at Union Station and travel to Independent Community Bankers Association (ICBA) at One Thomas Circle, NW, Suite 400
2:00 – 4:00 PM	Site visit at ICBA • Industry advocacy programs • Professional development/banker training programs • Media relations and public awareness • Member services
4:05 PM	Board bus and travel to the Westin Grand
	Evening free

437

8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:15 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:20 AM	Board bus in front of 2001 M Street, NW and travel to Society for Human Resource Management (SHRM), 1800 Duke Street, Alexandria, VA
10:00 AM – 12:00 PM	Presentation at Society for Human Resource Management (SHRM) • General overview of SHRM and the products and services offered • International Visitors Center • Government affairs • Tour of facilities
12:05 PM	Board bus and travel to Old Town Alexandria Waterfront
12:15 – 1:40 PM	Lunch Break
1:45 PM	Board bus and travel to the Siedman Center at the Federal Deposit and Insurance Corporation (FDIC), 3501 Fairfax Drive, Arlington, VA
2:30 – 4:00 PM	Meeting at FDIC
4:05 PM	Board bus and travel to the Westin Grand
6:30 PM	Depart hotel and walk to Ristorante Picolo
7:00 PM	Meet Melissa Schutte and Gwynn Chandler at Ristorante Picolo 1068 31st Street, Georgetown

8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:30 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:35 AM	Board bus and travel to Bank of America at 1801 K Street, NW
10:00 – 11:30 AM	Site visit – Bank of America Retail Training Department • General overview of Bank of America training • Services offered • Development and promotion of new training products
11:35 AM	Board bus and return to KPMG building
11:45 AM – 2:00 PM	Program Wrap-up – Gwynn Chandler KPMG conference room 6013
	Afternoon/evening free

435

[redacted]	[redacted]
9:00 AM	Board bus at Westin Grand and travel to Mount Vernon
9:30 AM – 12:30 PM	Self-guided visit to Mount Vernon
12:30 PM	Board bus and travel to the Westin Grand
	Afternoon/evening free
[redacted]	[redacted]
9:30 – 2:20 PM	Free Time
2:20 PM	Meet Melissa Schutte in the lobby of the Westin Grand
2:25 PM	Load luggage on bus and depart hotel for Dulles Airport
3:30 PM	Arrive at Dulles Airport – check-in
5:40 PM	Flight departs Dulles for Sofia
[redacted]	

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

[illegible]	[illegible]
8:35 AM	Meet Melissa Schutte in the lobby of the KPMG building 2001 M Street, NW
8:45 – 9:30 AM	Program overview – Gwynn Chandler KPMG conference room 6013
9:35 AM	Walk to American Bankers Association (ABA) 1120 Connecticut Avenue, NW
10:00 AM – 12:15 PM	Site visit - American Bankers Association • ABA general overview – Mr. Paul Katz, Director, Membership • ABA product development, marketing and the American Institute of Banking (AIB) – Ms. Shelly Goldin, Director of International Development
12:15 – 1:50 PM	Lunch break
1:50 PM	Return to ABA
2:00 – 3:30 PM	ABA – continued. Further discussion on AIB. – Ms. Shelly Goldin
3:35 PM	Walk from ABA to KPMG at 2001 M Street, NW
4:00 – 4:30 PM	Wrap-up session - Gwynn Chandler KPMG conference room 6013
4:30 PM	Walk to hotel Evening free

The American Bankers Association

Based in Washington, D.C., the American Bankers Association represents banks of all sizes on issues of national importance for financial institutions and their customers. The ABA, founded in 1875, brings together all categories of banking institutions, including community, regional and money center banks and holding companies, as well as savings associations, trust companies and savings banks.

The association's mission is to serve its member banks and enhance their role as pre-eminent providers of financial services. ABA accomplishes this mission through federal legislative and regulatory activities, legal action, communication and consumer education, research and products and services that promote, educate, train, inform and support members.

The American Bankers Association brings together all elements of the banking community to promote the strength and profitability of the industry. It does this by providing effective leadership in government relations, building strong industry consensus, consistently listening to its membership, and responding to their needs through innovative products and services, public affairs support and legal services. The ABA offers its members world-class leadership, advocacy, and solutions.

ABA membership is made up of community, regional, and money-center banks and holding companies, as well as savings associations, trust companies and savings banks, making ABA the largest banking trade association in the country. Most community banks are ABA members, and substantially all large banks are members of the ABA. Most ABA members are banks with assets of under $83 million.

The experience and resources of the American Bankers Association are available to you, both in Washington, and in your home state. We have contacts in every state who are there to answer your questions, respond to your requests and listen to your feedback. Because ABA is run by bankers, for bankers your input is vital to our continued success.

American Bankers Association
1120 Connecticut Avenue, N.W.
Washington, DC 20036
1-800-BANKERS

www.aba.com

Affiliates of The American Bankers Association

Corporation for American Banking (CAB)

The Corporation for American Banking (CAB) awards ABA-endorsed products and services to help banks improve profitability and compete more effectively. ABA-endorsed programs range from mission-critical insurance and technology services to income-enhancing financial marketing products.

ABA eCom

ABAecom is a subsidiary of the American Bankers Association (ABA). Our mission is to facilitate electronic banking and commerce over the Internet. We hope this site will serve as your gateway to the understanding, acquisition and use of bank-issued digital certificates and the benefits of trusted, secure electronic commerce.

ABA Education Foundation

The ABA Education Foundation provides leadership and banker resources to help consumers take control of their personal finances. It sponsors Consumer Connection which provides personal finance tips and banking services information.

ABA Securities Association (ABASA)

The ABA Securities Association is an affiliate of the American Bankers Association. We are devoted to forming and exploring policy that relates to banking organizations involved in the securities business. ABASA seeks to ensure that members' interests and needs are properly served in the areas of government relations, research, education, compliance and communications.

American Institute of Banking (AIB)

The American Institute of Banking (AIB) is a national organization dedicated to offering professional continuing education and training to bankers. More than 100,000 participants enroll annually in AIB programs, making this service of the American Bankers Association one of the largest industry-sponsored training organizations in the world.

American Bankers Insurance Association (ABIA)

The American Bankers Insurance Association (ABIA) is a separately chartered affiliate of the American Bankers Association (ABA). As the only Washington, D.C. based full service association for bank insurance interests, ABIA is dedicated to furthering the policy and business

ABA Service Membership-General Information

The American Bankers Association has been the premier voice of the American banking industry for 125 years, with assets of member banks representing approximately 90 percent of the industry total. ABA's mission is twofold: to provide high-quality banking education and training products and services, and to serve as the voice of the banking industry.

ABA Service Membership offers non-bank companies which provide goods and services to the financial services industry the marketing opportunities, information resources, and professional development needed to stay competitive in the dynamic financial services market.

ABA Service Membership is customized to match each company's markets and/or business lines. Companies tailor their membership to meet their unique needs by joining one or more of the following specialty sections:

- **Business Banking**
- **Community Bankers/State Associations**
- **Compliance/Bank Counsel**
- **Financial Planning/Management & Trust**
- **Management/Human Resources**
- **Operations/Technology**
- **Personal Financial Services**
- **Sales & Marketing**
- **SUPER SERVICE MEMBERSHIP**

Business Banking reaching those in the wholesale bank area including corporate, real estate, agriculture, and small business lending activities.

Community Bankers/State Associations reaching those involved with CEO's, bank directors and executive managers of community banks, and the state bankers associations.

Compliance/Bank Counsel reaching those involved in bank compliance programs and exams, federal laws and regulations, and bank counsel.

Financial Planning/Management & Trust reaching those involved with fiduciary services, financial planning, private banking, and asset management.

Management/Human Resources reaching those involved in increasing the productivity, profitability, and professionalism of their institutions, through training and staff development security, risk management and insurance.

Operations/Technology reaching those in general branch, payments, fiduciary and securities operations, and card operations, systems and systems integration.

Personal Financial Services Reaching those involved in retail/consumer banking, including consumer credit, cards, electronic commerce, marketing, sales, call centers soho (small office/home office business) financial needs, retail investments, private banking, and customer relationship management initiatives.

Sales & Marketing Reaching professionals involved in retail banking, sales, marketing, advertising, communications, and public relations activities including customer relationship

management (CRM) initiatives.

SUPER SERVICE MEMBERSHIP is a special category that includes all eight core sections for those companies that market to the full spectrum of banking professionals.

ABA World-Class Value

Solutions	Value
▶ABA's members only Funding and Liquidity Toolbox, written with AlexInformation, is a comprehensive guide to funding options.	▶Multiple times your annual dues
▶ABA eLearning delivers high-quality, self-paced Internet training that can be accessed anytime from anywhere.	▶Cuts employee training expenses and time out of the bank
▶Access ABA's information resources, including our Compliance Hotline, 800-551-2572, and aba.com to connect you to the experts on ABA's staff.	▶As much as you ask for -- easily more than your ABA dues
▶ABA-sponsored D&O and Bond programs provide banker-driven coverages and have distributed $34 million to participating members.	▶Annual distributions typically build up to exceed dues by year five
▶Using ABA's technology partners to help members develop websites and e-business applications.	▶As much as you ask for
▶Eight free world-class publications for ABA members.	▶At least $1,500 retail value
▶ABA-provided due diligence reports help members evaluate new product and technology solutions.	▶Multiple times your annual dues

Leadership
▶ABA is the only financial services trade association to make Fortune magazine's Power 25 list of the nation's most influential trade groups.
▶Over 1,200 of the best and brightest bankers from every corner of the industry participate on ABA committees and provide leadership on a broad range of issues.
▶1-800-BANKERS (226-5377) accesses dedicated staff experts including attorneys, economists, lobbyists and CAB technology specialists.
▶With the broadest and most diverse membership, ABA is uniquely qualified to lead and unify the industry.

Advocacy	Value
▶ABA successfully led the fight against national charters for Farm Credit Institutions.	▶Preserving the cooperative nature of FCS and preventing unfair competition
▶ABA successfully led industry efforts to enact legislation that cracks down on money launderers and terrorists.	▶Preserving customer trust and enhancing law enforcement efforts
▶As a direct result of ABA efforts, FDIC premiums are zero for well-capitalized and well-managed banks.	▶Savings of $1.6 billion in 2000 alone

▸ABA efforts make Subchapter S election a reality for banks. ABA's Sub S Registry is a unique lobbying and tax service for banks interested in Sub S.	▸200 times ABA dues! (Registry a $1,500 value)
▸ABA led the regulatory burden relief campaign that has resulted in less frequent and more streamlined CRA exams.	▸Each worth more than ABA dues for affected banks.

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

[illegible]	[illegible]
8:50 AM	Meet at the KPMG building at 2001 M Street, NW
9:00 – 9:30 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
10:00 AM – 12:30 PM	Site visit – ABA • ABA schools and conferences – Eve Wallace, Director of Marketing, Ann Friedman, Delivery Team Leader, Training and Education • Institute of Certified Bankers – Howard Walseman, Group Director, Professional Certification
12:30 – 1:50 PM	Lunch break
1:50 PM	Return to ABA
2:00 – 3:00 PM	ABA Distance Learning/E-learning Products and Services - Mr. Charley Hoffman, Group Director, Electronic Delivery Department
3:05 PM	Walk from ABA to KPMG at 2001 M Street, NW
3:30 – 4:00 PM	Wrap-up session – Gwynn Chandler KPMG conference room 6013
6:20 PM	Depart for group dinner at Poste Restaurant in The Hotel Monaco 700 F Street, NW
7:00 – 9:30 PM	Group dinner at Poste Restaurant

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

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8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:25 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:30 AM	Board bus in front of 2001 M Street, NW and travel to International Association of Continuing Education at 1620 I Street, NW, Suite 615
10:00 AM - 12:00 PM	Site visit to International Association for Continuing Education and Training Mr. Jim Clawson, Executive Director • Marketing and promotion of programs • Identifying, developing and promoting new training products • Serving members with targeted services and products
12:05 PM	Board bus and travel to Union Station
12:25 – 1:30 PM	Lunch at Union Station
1:35 PM	Board bus at Union Station and travel to Independent Community Bankers Association (ICBA) at One Thomas Circle, NW, Suite 400
2:00 – 4:00 PM	Site visit at ICBA Mr. Robert Ginyard, Director of Marketing • Industry advocacy programs • Professional development/banker training programs • Media relations and public awareness • Member services
4:05 PM	Board bus and travel to the Westin Grand
	Evening free

International Association for Continuing Education and Training (IACET)

ABOUT IACET
The International Association for Continuing Education and Training is a non-profit association dedicated to quality continuing education and training programs. IACET certifies education providers that meet strict continuing education guidelines created in 1968. IACET certification is the standard learners seek for quality. IACET's Criteria and Guidelines are the core of thousands of educational programs worldwide.

THE IACET CRITERIA
A National Task Force created IACET's Criteria and Guidelines and the Continuing Education Unit in 1968. These guidelines evaluate the learning process - ensuring that education providers have well-defined programs and policies that lead to quality educational offerings. IACET's Criteria and Guidelines are recognized worldwide as the universal standard for continuing education.

THE HISTORY OF IACET
IACET grew out of a National Task Force on continuing education commissioned by the Bureau of Education (now the Department of Education) in 1968. The task force included the leaders in continuing education, such as the American Medical Association and American Nursing Association. The Task Force determined the universal guidelines for continuing education and created the Continuing Education Unit (CEU). IACET's guidelines are based upon in-depth research on the learning process. The CEU was created to measure the amount of continuing education successfully completed - one (1) CEU is equal to ten (10) contact hours. Under IACET's care, the IACET CEU has evolved from a quantitative measure to a hallmark of quality training and instruction by responsible, qualified organizations. Many organizations offer some form of continuing education credit, but only the IACET CEU is held to strict, research-based IACET Criteria and Guidelines for Continuing Education and Training.

THE CONTINUING EDUCATION UNIT (CEU)
The CEU was created in 1968. IACET has been the CEU's caretaker for over thirty years. Originally conceived as a quantitative measure of successfully completed continuing education, the CEU has evolved into a hallmark of quality training and instruction by responsible, qualified organizations. One (1) CEU is equal to ten (10) contact hours of continuing education.

IACET
1620 I Steet, NW, Suite 615
Washington, DC 20006
202-463-2905
www.iacet.org

IACET Distance Learning Program

In keeping with IACET's longtime commitment to respond to issues relating to the needs of the field of continuing education and training, the *Guidelines for Distance Education* addresses a growing concern about defining and maintaining quality in distance education programs.

These guidelines build on previous work and present a practical approach for assuring quality in distance delivery of continuing education and training courses and programs.

IACET has previously demonstrated its commitment to the promotion of professionalism and quality in non-credit educational experiences by publishing *Continuing Education Unit Criteria and Guidelines*, *Principles of Good Practice in Continuing Education*, and *A Practical Handbook for Assessing Learning Outcomes in Continuing Education and Training*.

- Introduction to the Guidelines for Distance Education
- Definition of Distance Education
- Guidelines for Distance Education
  - Educational Activity
  - Learning Outcomes
  - Learning Design and Implementation
  - Assessment and Evaluation
  - Administrative and Organizational Commitment
- Distance Education Project Steering Committee

Introduction

The impact on society of the changes in the educational environment raises the question, "How do we optimize the use of the technological and other available resources to meet the needs of a learning society?" These changes create new demands on both the learner and the provider, and expand opportunities for new perspectives on the teaching and learning processes.

Dr. Sylvia Charp, editor-in-chief of *Technological Horizons in Education* (May, 1997), says "[the] use of information technology in education is gaining irreversible momentum as it cuts across disciplines and enhances learning opportunities for all ages...Students gain access to information resources, faculty, lectures, demonstrations, conferences, outside activities, etc., that were previously not attainable."

Because of the advances in distance education and their impact on the rapidly changing environment for continuing education and training, IACET recognized a need to develop guidelines on quality to maintain the integrity of educational programs while integrating new forms of delivery unique to distance education.

These guidelines are offered to providers as a way to enhance the quality of learning acquired at a distance. However, as with all forms of education, the ultimate responsibility for "standards of quality" in distance education belongs to the provider.

Definition of Distance Education

Distance education is the acquisition of knowledge and skills through mediated information and instruction, encompassing all technologies and other forms of learning at a distance. Normally, distance education is characterized by the following:

- Separation of place and/or time between instructor and learner, among learners, and/or between learners and learning resources.
- Interaction between the learner and the instructor, among learners, and/or between learners and learning resources conducted through one or more media.

- Processes may employ a multiple set of delivery methods in the learning experience, such as written correspondence study, interactive audio and/or video, computer, and other electronic technologies. Each of these may be used alone or in combinations. Use of electronic media is not necessarily required; technology is a tool to aid the delivery and provision of educational opportunities.
- Processes may be in "real time" interaction between learners and instructors, or "asynchronous" involving the access of instructors and materials by learners at any time.

Guidelines for Distance Education

Educational Activity

1.1 Providers of distance education programs define and analyze the issues and/or problems of stakeholders (learners, groups, and organizations) to determine learner needs.

> 1.1.1 In the context of distance education, needs analysis also includes inquiry into the most cost efficient and appropriate delivery system resources (e.g. paper and pencil, hardware, software, etc.) needed by the distance learner.
>
> 1.1.2 The documentation produced during the needs assessment process becomes the basis for developing learning objectives and outcomes, and selecting assessment and evaluation methods.

Learning Outcomes

2.1 The distance education provider has clear and concise written statements of intended learning outcomes for the educational program.

> 2.1.1 The learning objectives and outcomes guide the selection of appropriate instructional strategies, technology, and methods used in the delivery of distance education.
>
> 2.1.2 The learning outcomes form the basis for the mode of assessment, evaluation, and timely feedback to learners on their progress.

Learning Design and Implementation

3.1 Learning experiences are designed to facilitate the progress of the learner at a distance. Program content, instructional materials, and delivery processes are relevant and timely for achieving the intended learning outcomes.

> 3.1.1 The design team (e.g., instructors, subject matter experts, technicians, instructional designers, distance learning specialists) is qualified to develop quality distance education programs.

3.1.2. Learning experiences are designed to promote relevant interaction between instructor and learner, among learners, and with resource materials to achieve the stated learning outcomes.

3.1.3. The design team selects technology that is consistent with the most efficient and effective method to meet the learning objectives.

3.1.4 Learning experiences are designed to provide timely feedback to learners regarding their progress.

Assessment and Evaluation

4.1 The providers of distance education programs systematically and appropriately assess the performance of learners in terms of intended learning outcomes and evaluate overall program results and effectiveness.

4.1.1 Distance learning assessment methods are selected to provide the desired level of security and integrity.

4.1.2 Distance education programs are evaluated periodically by comparing the degree of learner achievement to the intended learning outcomes, by assessing the appropriateness of the technology used, and by determining the cost effectiveness of the program.

Administrative and Organizational Commitment

5.1 Involvement in distance education is an activity consistent with the overall mission and purpose of the provider.
5.2 The distance education provider has a systematic plan to secure and/or make available the technology appropriate to support the programs offered.
5.3 The provider makes a financial and administrative commitment to maintain distance education programs through to their completion and to support the instructor and learner services needed to ensure an effective learning environment.

5.3.1 The distance education provider makes available appropriate and sufficient human, fiscal, physical, and technological resources to support quality programs.

5.3.2 The distance education provider makes available convenient, efficient, and responsive learner support services (e.g., scheduling, registration, advising, and counseling, etc.) appropriate and sufficient for the on going success of the distance learning program.

5.3.3 The distance education provider makes available and accessible to the learner sufficient resource material on instructional content to support the learning experience.

5.3.4 The distance education provider invests in appropriate professional development and training activities for program team members to keep current in distance learning methods.

5.4 The distance education provider makes available to learners in advance clear, complete, accurate, and timely information on the learning experience including program content, learning outcomes and expectations, required instructor/learner interaction, continuing education credits to be awarded, learner required technological competence and skills, technical equipment requirements, support services, and cost and payment policies.
5.5 The distance education provider maintains records and documentation of the learner's completion of the educational activity.
5.6 The distance education provider develops policies and procedures to address intellectual property rights concerning ownership, faculty compensation, copyright, and the utilization of revenue derived from the creation, production and use of course materials produced for the educational activity.

The Independent Community Bankers of America (ICBA)

ICBA MISSION & MEMBERS

The Independent Community Bankers of America (formerly the Independent Bankers Association of America) is the primary voice for community banks in the United States. ICBA is an advocate for some 5,000 community banks with 17,000 locations nationwide, representing the industry before Congress, regulators and the media.

Mission Statement

The ICBA is dedicated to protecting and enhancing the franchise value of the nation's community banks and other community financial institutions for the benefit of consumers, small businesses and family farms nationwide. The association gives community banks and other community financial institutions a powerful voice in the nation's capital, while providing them with educational opportunities and access to products and services. The ICBA is a strong and dynamic trade association working to provide its members a competitive edge by effectively aggregating political, economic and marketing power.

The ICBA achieves its goals through a three-track system. In Track I (Legislation and Regulation), the ICBA maintains political vigilance before Congress, the administration and the regulatory agencies. The association promotes its principles through lobbying, litigation, working with like-minded groups and communicating with the media. The effectiveness of these efforts rests on effective grass-roots support.

In Track II (Competitive Tools and Resources), the ICBA improves the profitability of community banks and other community financial institutions by providing improved access to high-quality products and services. These products and services, developed and offered by the association and the ICBA Community Banking Network's subsidiaries, are designed to meet the unique needs of community banks and other community financial institutions.

In Track III (Education and Communication), ICBA offers a two-pronged approach to help community banks and other community financial institutions stay on top of technological advances, marketing, legislative issues and regulatory requirements. Through its educational services, the association addresses timely topics through its annual convention, seminars, workshops, publications, videos and electronic delivery systems. The association also provides time-sensitive industry information to community banks through its Web site, a comprehensive information center, and a weekly newsletter, monthly magazine and specialized publications.

ICBA Members

- Are locally owned and operated banking institutions
- Are 5,000 strong with 17,000 locations nationwide
- Employ more than 230,000 people
- Hold more than $511 billion in insured deposits, $624 billion in assets and more than $391 billion in loans for consumers, small businesses and farms
- Direct resources towards serving local needs
- Provide individualized customer service with lower fees than nationwide mega-banks

ICBA
One Thomas Circle, NW, Suite 400
Washington, DC 20005
1-800-422-8439
www.ibaa.org

ICBA Benefits

ICBA is the only national trade association dedicated exclusively to serving the interests of community banks. From being an advocate in Washington for the issues that affect community banks, to providing profit-boosting and cost-effective products, to offering the education and resources community banks need to stay competitive in a changing market, ICBA is serving the needs of community banks.

Advocacy | Profitability Solutions | Resources

ADVOCACY

The ICBA works to protect the interests of community banks in Washington by monitoring and influencing numerous federal activities that will affect community banks and their customers. We have a broad reach with lawmakers, regulators and policy-setting boards and, through work with these bodies, ensure that the needs of community bankers are heard and met.

The ICBA advocates for community banks on a wide variety of key legislation and regulations that affect bank powers and activities:

- Lending and Funding
- Agriculture
- Payments and Technology
- Tax Policy
- Small Business Development
- Accounting Standards

In addition, ICBA's bipartisan political action committee, ICBPAC supports federal candidates who understand and support community banking.

PROFITABILITY SOLUTIONS

ICBA, through its network of subsidiaries and preferred service providers, gives community banks tools to increase profitability and stay successful in a competitive marketplace.

Profit Possibilities with ICBA

The ICBA Community Banking Network provides solutions through its five companies.

- ICBA Bancard offering comprehensive answers for payment solutions including credit and debit card processing, merchant services, and Internet banking
- ICBA Securities providing community bankers with quality investment products, services, and education at competitive prices
- ICBA Mortgage providing community banks access to the secondary market and a full menu of long-term financing options
- ICBA Financial Services answering community bankers' call to offer their customers retail investment products including retirement plans and mutual funds
- ICBA Credit Life Reinsurance providing banks access to more profits in the insurance arena

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:15 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:20 AM	Board bus in front of 2001 M Street, NW and travel to Society for Human Resource Management (SHRM), 1800 Duke Street, Alexandria, VA
10:00 AM – 12:00 PM	Presentation at Society for Human Resource Management (SHRM) • General overview of SHRM and the products and services offered • International Visitors Center • Government affairs • Tour of facilities
12:05 PM	Board bus and travel to Old Town Alexandria Waterfront
12:15 – 1:40 PM	Lunch Break
1:45 PM	Board bus and travel to the Siedman Center at the Federal Deposit and Insurance Corporation (FDIC), 3501 Fairfax Drive, Arlington, VA
2:30 – 4:00 PM	Presentation at FDIC Ms. Dawn Singer Mr. Steven Hunter
4:05 PM	Board bus and travel to the Westin Grand
6:30 PM	Depart hotel and walk to Ristorante Picolo
7:00 PM	Meet Melissa Schutte and Gwynn Chandler at Ristorante Picolo 1068 31st Street, Georgetown

Society for Human Resource Management

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 170,000 individual members, the Society serves the needs of HR professionals by providing the most essential and comprehensive set of resources available. As an influential voice, SHRM is committed to advancing the human resource profession to ensure that HR is an essential and effective partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 500 affiliated chapters within the United States and members in more than 120 countries.

Society for Human Resource Management
1800 Duke Street
Alexandria, Virginia 22314 USA
(800) 283-SHRM (U.S. only)
+1 (703) 548-3440 (International)
www.shrm.org

The Federal Deposit Insurance Corporation (FDIC)

The Federal Deposit Insurance Corporation (FDIC) has been insuring deposits and promoting safe and sound banking practices since 1934. The FDIC sign - posted in insured financial institutions across the country - has become a symbol of confidence.

Introduction

The Great Depression of the late 1920s and early 1930s caused financial chaos in America. More than 9,000 banks closed between the stock market crash of October 1929 and March of 1933, when President Franklin Delano Roosevelt took office. For all practical purposes, the nation's banking system had shut down completely even before President Roosevelt - less than 48 hours after his inauguration - declared a "banking holiday" suspending all banking activities until stability could be restored. Among the actions taken by Congress to bring order to the system was the creation of the FDIC in June 1933. The intent was to provide a federal government guarantee of deposits so that customers' funds, within certain limits, would be safe and available to them on demand. Since the start of FDIC insurance on January 1, 1934, not one depositor has lost a cent of insured funds as a result of a failure.

Mission

The heart of the FDIC's mission is to maintain stability and public confidence in the nation's financial system.

Today the FDIC:

- Insures deposits up to $100,000 in virtually all United States banks and savings associations (also called savings and loan associations or S&Ls).
- Arranges a resolution for each failing institution - one that is the least-costly to the insurance fund and, when possible, the least disruptive for customers.
- Promotes the safety and soundness of insured depository institutions and the U.S. financial system by identifying, monitoring and addressing risks to the deposit insurance funds. The FDIC also is the primary federal regulator of about 6,000 state-chartered "nonmember" banks (commercial and savings banks that are not members of the Federal Reserve System).

Examiner Training

The Federal Financial Institutions Examination Council (FFIEC) and the FDIC conduct training programs for both federal and state examiners. The Federal Financial Institutions Examination Council's (FFIEC) Examiner Education Office provides training for examiners from the five financial institution regulatory agencies that comprise the Council and risk-management planning seminars for bankers.

The Federal Financial Institutions Examination Council was established pursuant to title X of Public Law 95-630, the Financial Institutions Regulatory and Interest Rate Control Act of 1978 (FIRA). The purpose of title X was to create an interagency body empowered to "prescribe uniform principles and standards for the federal examination of financial institutions...and make recommendations to promote uniformity in the supervision of these financial institutions." As a part of its mandate, the Council conducts training programs for federal and state examiners. The goals of the training program are -

- to promote training efficiency by encouraging consistency of examiner education through joint sponsorship of interagency training;
- to develop, maintain and deliver timely, state-of-the-art interagency training;
- to serve as a clearinghouse of training opportunities offered by the member agencies; and
- to provide support to the initiatives of the Council and its task forces.

Since its inception in 1979, the Council has provided training for over 50,000 participants. All programs are offered under the auspices of the Task Force on Examiner Education, whose principal members are officers of the five Council-member agencies who oversee examiner training. Programs are expressly designed to meet the needs of examiners.

The training office relies primarily on the private sector for instructors. Bankers, attorneys, accountants, and consultants bring the expertise of specialists to the classroom. This provides a source of instructors that supplement those found in agency commissioning training. Agency staffs provide lectures on regulatory topics.

The training office stands ready to provide "spot" seminars or conferences which are needed to prepare examiners for new regulatory initiatives. When new interagency regulatory announcements are made, the Council training office can respond quickly to the training need. In 1999, the FFIEC developed a method of delivering training or information called the "FFIEC InfoBase." This technology makes it possible to produce CD-ROMs that are compatible with the computer systems in the member agencies, including examiners' laptops. This provides the Council with the means to disseminate new interagency policies, procedures, and training to the examiners of the member agencies and to respond quickly, thus reducing the lag between policy announcements and examiners' receipt of additional information and training.

Beginning in 2002, the Examiner Education Office began providing a supplemental CD to all attendees as a value-added tool to their training. The CD contains presenters' materials, pertinent regulatory guidance, and other relevant industry issuances. Among other features, the CD includes a search function which facilitates finding specific information. An internet address: ffiecfeedback@fdic.gov has been set up to provide examiners an opportunity to respond to questionnaires and to provide a direct link for suggestions.
Also in 2002, FFIEC began a partnership with CSBS to provide an on-line distance learning Fraud Identification training course. It is the FFIEC's desire to expand the number of on-line offerings in the future.

IBI/ACB/BNB
USAID – Barents of BearingPoint United States Study Tour

Week of 07-15 December, 2002
Washington, DC

8:35 AM	Meet at the KPMG building at 2001 M Street, NW
8:45 – 9:30 AM	Program review and overview of the day – Gwynn Chandler KPMG conference room 6013
9:35 AM	Board bus and travel to Bank of America at 1801 K Street, NW
10:00 – 11:30 AM	Site visit – Bank of America Retail Training Department Mr. Leonard Palarski, Consumer Readiness Training • General overview of Bank of America training • Services offered • Development and promotion of new training products
11:35 AM	Board bus and return to KPMG building
11:45 AM – 2:00 PM	Program Wrap-up – Gwynn Chandler KPMG conference room 6013 Afternoon/evening free

Bank of America – Fast Facts

1. More than 100,000 Bank of America associates provide financial products, services, ideas and solutions to customers and clients in 48 states and the District of Columbia.

2. Our Global Corporate and Investment Banking group has offices in 30 countries serving clients in more than 150 countries, with associates in major business centers in the Americas, Europe and Asia.

3. Our consumer and commercial banking operations serve more than one in four households in the United States, transacting with more than 150 customers per second.

4. More than 1 million people pay their bills online through bankofamerica.com. They pay more than 6.4 million bills, valued at $1.9 billion every month.

5. The Bank of America Foundation contributes about $85 million a year to help children and families succeed in life by supporting programs in early childhood development, economic and financial education and teacher development. Communities are strengthened through additional grants to nonprofits that help people obtain affordable housing and develop job skills.

6. Bank of America has launched SafeSend™, a debit card product that helps meet the needs of our diverse customer base by offering consumers a safe and efficient way to send money to Mexico.

7. More than 3.2 million American families have Bank of America mortgages.

8. In 1998, Bank of America made an unprecedented commitment to lend and invest $350 billion for community development efforts nationwide over the next 10 years. In the first three years, we fulfilled $114.3 billion of that commitment.

9. Through our innovative Web site bankofamerica.com, American homebuyers can prequalify for mortgages and obtain rate quotes customized for their location and loan type within seconds.

10. LoanSolutions®, an end-to-end consumer real estate credit solution, enables customers to obtain point-of-sale loan decisions on a range of primary mortgages, significantly improving their mortgage experience.

11. Bank of America was cited as one of America's top companies for women-owned businesses by the Women's Business Enterprise National Council in 2001.

12. Bank of America is the nation's No. 1 small business lender according to the U.S. Small Business Administration, having doubled its SBA loan output during the 2002 SBA fiscal year.

13. We operate nearly 4,225 banking centers in 21 states and the District of Columbia — more than any other financial services company.

14. Two million small businesses (up to $10 million in annual revenues) within our 21-state franchise bank with us. That's one small business out of every five.

15. A pioneer in debit-card transactions, Bank of America is the No. 1 debit card issuer in the United States, with nearly 17 million cards outstanding. Debit cards allow people an alternative to checks or cash at the point of sale for goods and services, and their popularity is growing dramatically. Purchase volume has more than doubled since 1998.

16. Banc of America Investment Services, Inc., offers more than 820,000 account holders innovative strategies for wealth management. Our customers have entrusted with more than $71 billion in assets under our management.

17. Bank of America, in partnership with the National Trust for Historic Preservation, created the $25 million Banc of America Historic Tax Credit Fund, which provides investments of less than $2.5 million in small neighborhood properties nationwide. Bank of America also makes direct historic tax credit investments in amounts greater than $2.5 million.

18. Our Private Bank division is one of the world's largest corporate fiduciaries for individuals, with $150 billion in assets under management, 44,000 trust relationships and 79,000 accounts.

19. We have created the largest proprietary ATM network in the nation, with 12,500 ATMs that allow customers and clients to access their accounts, pay bills and engage in more than 2.3 million transactions every day.

20. Bank of America was rated the Best Derivatives Dealer across all product categories in a *Treasury and Risk Management Magazine* survey of CFOs and treasurers at U.S. companies.

21. An independent research firm ranked Bank of America No. 1 in U.S. large corporate banking relationships. Our clients include 74% of the Fortune Global 500 and 91% of the U.S. 500.

22. Since its inception, Bank of America Community Development Banking has invested or directly developed more than 100,000 units of affordable housing.

Appendix P

The International Banking Institute

cooperation

Commercial Banks

THE HUMAN FACTOR – GLOBAL PROMOTER OF DEVELOPMENT

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Dear ladies and gentlemen,

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September 2003

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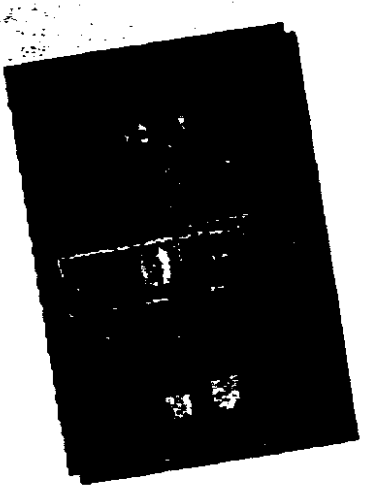
INTERNATIONAL BANKING INSTITUTE

Second Balkan Conference

CASH CIRCULATION MANAGEMENT
INTERNATIONAL TRENDS IN CURRENCY COUNTERFEITING



20-21 June 2002

Sofia

Bulgaria

The International Banking Institute, Bulgaria
with the support of the Bulgarian National Bank

organizes

the Second Balkan Conference

CASH CIRCULATION MANAGEMENT
INTERNATIONAL TRENDS IN CURRENCY COUNTERFEITING

20 - 21 June 2002

For the second time this international forum provides the opportunity to exchange experience, practices, achievements and opinions in the area of currency counterfeiting security techniques. The conference aims at enhancing the process of economic stabilization and development in the Balkans, contributing to the harmonization of local legislation with the legal frame of the EU member countries and adopting currency crime prevention strategies.

INTERNATIONAL BANKING INSTITUTE

8 Pirotska Str.
1000 Sofia
Bulgaria

Phone: 359 2 980 10 87
Fax: 359 2 988 30 93
www.ibi-bg.com
Email: ibi@mail.bg.net

Objectives:

- Continue the presentation of these critical issues every two years.
- Form an Organizational Committee, comprising regional central banks' professionals and acknowledged international experts who will prepare all future conferences and promote regional seminars and training events on cash circulation, currency counterfeiting and related issues.
- Create conditions that facilitate the exchange of knowledge, ideas, and recent research results between the central banks' experts.
- Offer two days of top level presentations and discussions forum concerning the recent world trends and development in currency counterfeiting technologies.
- Organize an exhibition allowing manufacturers, suppliers, producers, consultants and other printing companies to present and demonstrate their products and achievements.
- Discuss current trends concerning EURO launch in the region and Interpol role in EURO protection

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Participants: Central banks' specialists, financial institutions' representatives, printing companies' experts, international companies' managers interested in developing or expanding their business in the region.

General session topics:

The Conference offers interesting and informative topics, pertaining to economic stabilization and preparation of the Balkan countries to achieve harmonization of their legislation with the European Union with regard to fiscal issues. Those topics are the hallmark of the CASH CIRCULATION MANAGEMENT Conference. The IBI team, working on the organization of the conference, gives the central banks, financial and training institutions' participants an opportunity to make presentations, covering the following range of topics:

1. Cash management optimization and the role of the emitting bank.
2. Banknotes quality automated control.
3. Modern banknotes security features in circulation.
4. Quality and durability of banknotes in circulation – major challenges to central banks.
5. Watermarks: from a work of art to intelligent paper.
6. Developments of the interdependence of banknote production and use in circulation in regard to counterfeit detection.
7. Central Bank activities' organization in the aspect of currency counterfeiting circulation
8. Currency counterfeiting in Bulgaria.
9. Currency counterfeiting problems in the world. Currency counterfeiting in the international aspect.
10. Interrelations between policy authorities and customs' offices for limiting fake currency and checks circulation.
11. EURO banknotes launch and first impressions after January 1st 2002.
12. Interpol role in EURO protection.

Working languages: English, Russian, and Bulgarian (translation is available)

Location: Sofia is the capital of Bulgaria and is situated in the Central Western part of the country. This is one of the oldest European cities which dates back to Greek and Roman times. There are numerous remnants from Greek, Roman and Byzantium empires. Also brilliant monuments of Bulgarian culture are well-preserved here: the Boyana Church, Alexander Nevski Cathedral, St. Sofia Church, etc. The city was always an important trade and political centre and famous ancient routes traced it during old times. Today it is the first important economic and cultural centre of Bulgaria, administrative and political hub of the country. Not of least importance is that the city of Sofia host also many tourists all year long. There are wonderful opportunities for skiing at Vitosha Mountain National Park during winter and hiking at all seasons. The city of Sofia is also near to famous Bulgarian tourists places like Rila Monastery, Kazanlak Tomb, Koprivshtica, etc. There each tourist could enjoy wonderful Bulgarian nature, marvelous Bulgarian cuisine, kind hosts and attractions. Sofia is also popular conference and international events' centre well-known around the world.

The venue of the conference is at the President's Residence in Boyana.

It would be our pleasure to meet you at the conference and exchange views and experience with your esteemed institutions.

Maria Georgieva
Director

Appendix Q

American Ambassador Pardew
IBI Director Maria Georgieva
BearingPoint associates, Jivka Ganeva and Roselina Sotirova
SME Finance Graduation Ceremony
April 26, 2002

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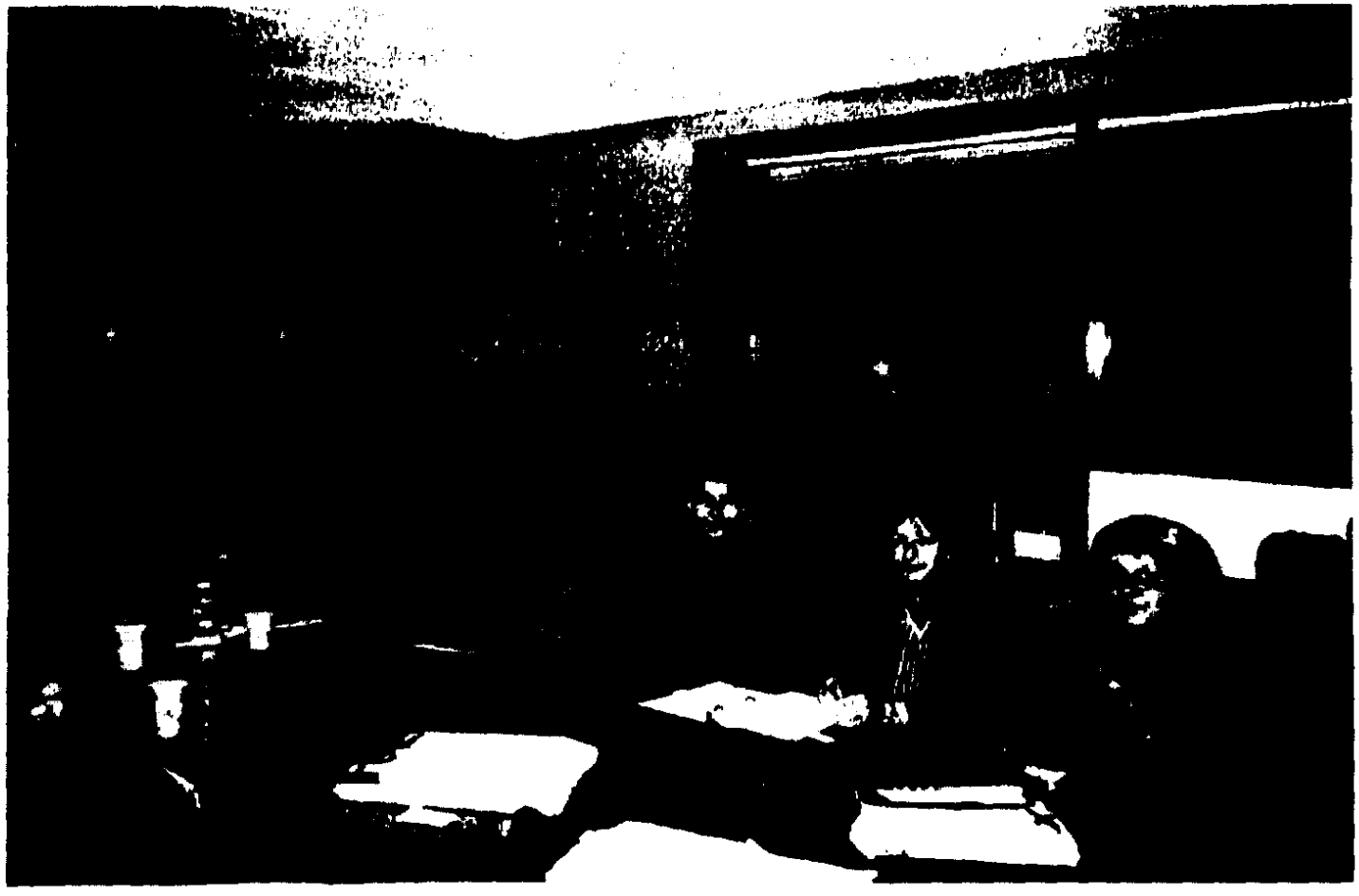


IBI and Association of Commercial Banks Study Tour
Washington, D.C.
December 9, 2002
(L to R) Melissa Schutte, Gwyyn Chandler, Dmitar Kostov, R. Lewis, Irena Martzeva, Kalina Lazarova, Maria Georgieva, Sylvia Peneva

Financial Institution Analysis Class
Sofia, Bulgaria
September 27, 2001
Joel Hefty, Instructor

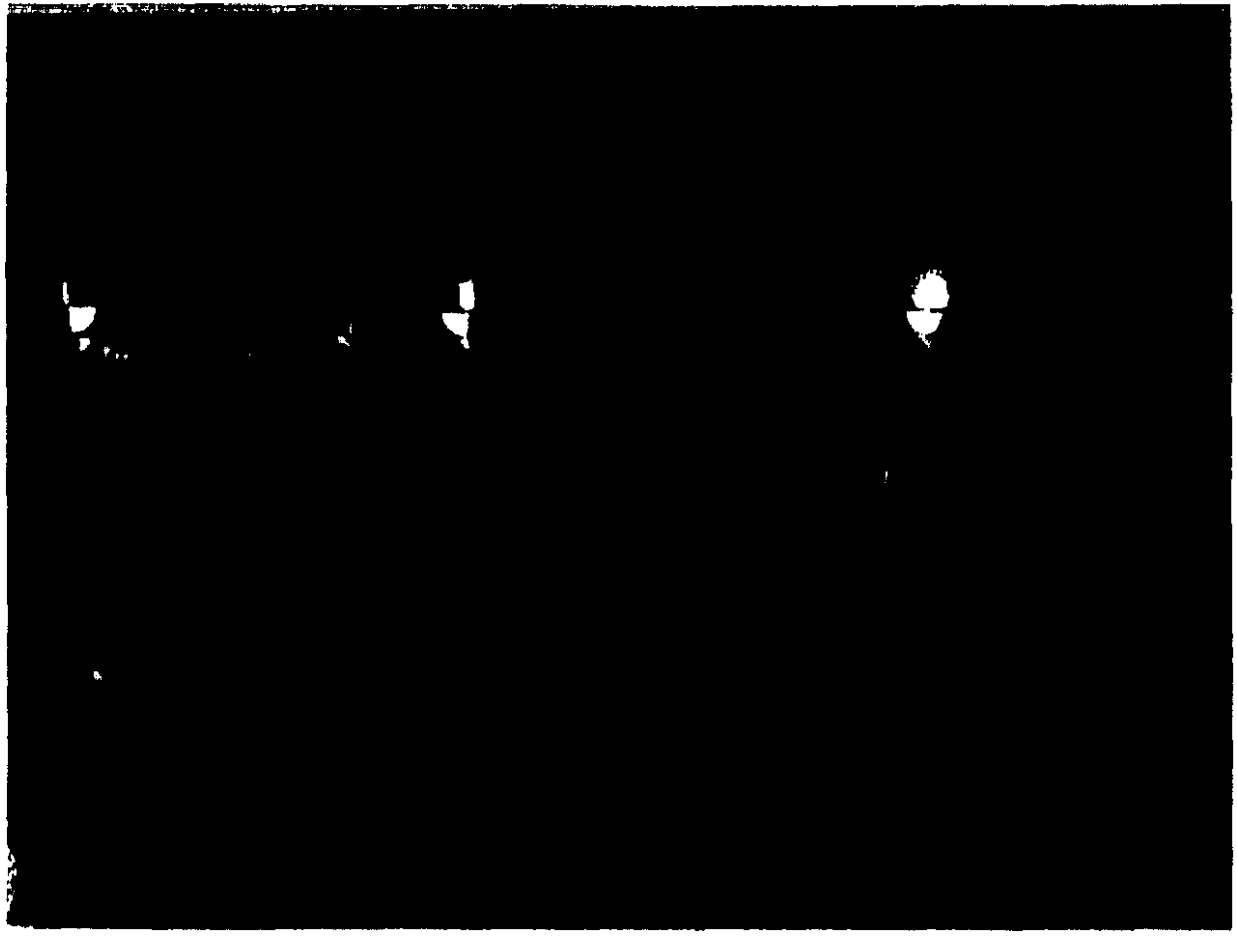
Foreign Exchange Class
Sofia, Bulgaria
October 30, 2000
Carlene Crnkovich, Instructor

International Accounting Standards Class
Sofia, Bulgaria
November 24, 2000
Maureen Berry, Instructor

Training of Trainers Class
Sofia, Bulgaria
April 12, 2001
Bill Campbell, Instructor

Bank Cards Class
Sofia, Bulgaria
June 15, 2001
Tony Grier, Instructor

Bank Restructuring Class
Sofia, Bulgaria
May 11, 2001
Norman Baxter, Instructor



Customer Service Class
Sofia, Bulgaria
September 17, 2003
Lynda Swenson, Instructor

Training of Trainers Class
DeBono Six Hat Thinking Exercise
Sofia, Bulgaria
May 27, 2003
Lynda Swenson, Instructor

Risk Management Class
Sofia, Bulgaria
June 29, 2001
Sally Hargrove, Instructor