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ASSESSMENT OF
TECHNICAL SCHOOL OF TIRANA
AND
BUSINESS DEVELOPMENT CENTER

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ACRONYMS

| | |
|-------|--|
| ASHA | American Schools and Hospitals Abroad |
| BDC | Business Development Center |
| GOA | Government of Albania |
| IIE | Institute of International Education |
| MOE | Ministry of Education |
| NGO | Non-government Organization |
| ORT | Organization for Educational Resources and Technical Training |
| TST | Technical School of Tirana (a.k.a. The Fultz School: the American School) |
| USAID | United States Agency for International Development |
| USG | United States Government |

EXECUTIVE SUMMARY

While the initial and revised unsolicited proposal of the Harry T. Fultz Albanian-American Educational Foundation may have received mixed reactions from USAID, the cost-sharing grant which was subsequently authorized for the establishment of a Business Development Center at the Technical School of Tirana (Grant No. EUR-0002-G-00-4035-00) is considered to be a sound investment in the on-going reconstruction of Albania's market economy and its educational revitalization.

Paramount in this assessment is:

1. The long and positive history associated with the institution's antecedent, the Harry T. Fultz School, which was created in 1921 by the American Junior Red Cross and named for its initial director who established the unique curriculum and principles under which the school flourished from 1922 to 1933.
2. The contemporary recollection of the Fultz, or American School, as it is still known, and the quality of its educational, community service, and English language programs.
3. The generous size of the campus as well as the overall number and variety of existing facilities and their relatively good physical condition.
4. The increasing demand for access to quality education and for pre-professional training especially in areas of business and technology by Albanians today.
5. The pre-project status of the TST whose curriculum has been reconstituted and whose initial, first year class received 200 applications for 120 places.
6. The support of the TST by the GOA, as indicated not only in annual funds for renovations and repairs as well as salaries but also the Memorandum of Understanding which supersedes the Agreement of Cooperation signed on July 17, 1992 between the Ministry of Education and the Fultz Foundation.
7. The pre-project initiatives of the Foundation to raise funds from its Board, the Albanian-American community, and other, external sources such as the Soros Foundation. And
8. The professional guidance and input which have been provided by a U.S. consultant experienced in USAID vocational education and training.

The current report follows the general outline of the Scope of Work but goes beyond it in commenting on related issues of governance, management, and potential resources. It also seeks to provide broader references on Background, Observation and Recommendations in each of the report's sections. Unfortunately, limited quantitative indicators were available since the assessment coincided with the approval of the grant and limited pre-project base lines for the TST and BDC had been established. Similarly, the BDC Director, while appointed, arrived in country as the author departed and the principal USAID in-country representative was on leave in the U.S. and no contact was able to be made with that individual.

Nevertheless, 34 interviews were conducted, 14 in the U.S. and 20 in Albania. An excellent cross section of Albanians were met with as well as Board members of the Fultz Foundation and its Executive Director. Recommendations contained in the report are based on those interviews, on site visits to the TST and Ministry of Education, and to other similar AID-funded project offices in Albania and the U.S. Debriefings were given in Tirana to the U.S. Ambassador and the USAID representative and in the U.S. to the USAID Project Officer, the Albanian desk officer, the Chair of the Fultz Foundation Board and its Executive Director.

Despite a paucity (at this early date) of quantitative indicators, measurable sustainability for the TST is evident in the excellent first year admission of students, their retention (only 1 out of 120 is not returning), and the overall curriculum plan which has the blessing of the MOE, the Director of the TST and the senior staff. Renovations to the initial academic facility have taken place and more are authorized. Indications of the Fultz Foundation's sustained achievements in financial development are demonstrated in the \$500,000 matching grant received from the Soros Foundation as well as contributions made annually by the Board since FY '92 and the increasing donations in cash and kind made by a growing number of Albanian-American and other contributors.

Greatest attention should now be given to:

1. The appointment of a Project Director.
2. The development of BDC indicators related to the number and kinds of programs to be initiated, when, persons to be served, and anticipated enrollments of TST and other participants.
3. Timetable for selection and training of administration and academic staff in management, English language, and subject-related courses.

4. A more specific, projected base line annotating

- a) Board of Directors' and Executive Director's strategic planning for fund raising over a 3-5 year period,
- b) a coordinated planning document illustrating stages of anticipated program development, costs, and estimated revenues which has been developed jointly by the Directors of the Business Center, the School, the Project Director and the Board and U.S. Advisor, and

5. An agreed upon procedure for assessing and recording performance which ought to be collaboratively prepared by Albanians and U.S. administrators to demonstrate the eventual capability of the counterpart organization to administer its programs independently and on a sustained basis.

Continued efforts to work closely with USAID and to keep them fully informed are critically important as are initiatives to collaborate with other USG-funded projects in the region, especially those in allied fields of interest such as the University of Nebraska-Lincoln's programs in business management or the Albanian-American Trade Association's previous USIA-funded workshops/seminars in Business Management and Marketing.

On balance, the project should have a positive and sustainable future; one worthy of giving one's besa (or promised word) to.

Peter D. Pelham
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July 29, 1994

INTRODUCTION

In the ensuing sections of this report, it will become apparent that an overview solely of the Technical School of Tirana and its recently funded Business Development Center is not possible. Part of the reason for this has to do with the long and distinguished history of the Albanian Vocational School (AVS)--or The Fultz School, as it is known nationally and affectionately after its long-time American director, Harry T. Fultz. Another reason for placing the report in a larger context is the renaissance of interest in education and training as a means to economic independence and the potential role that the TST and BDC can play in national redevelopment. And finally, resources from both private and public sectors are scarce and while the Technical School and Business Center enjoy current professional and financial support from both the Fultz Albanian-American Educational Foundation in Washington, USAID and a number of supportive Albanian-Americans living in the U.S., their ultimate livelihood rests with the Government of Albania and the Albanian people.

For these reasons, an effort was made to meet with a significant cross-section of interested parties in the U.S. and in Albania during a period of eight weeks, one of which was spent in-country. A variety of books and articles on Albania's past and present were reviewed, principal among which was Joan Fultz Kontos' Red Cross, Black Eagle: A Biography of Albania's American School. And a brief examination was also made of currently funded USAID and other government and non-government projects, especially those involving educational institutions and the business sector with the intent of determining what potential additional resources and collaborative opportunities were available to the School and Business Center.

A total of 34 interviews/conversations were held, 14 of which were conducted in the U.S. and 20 in Albania.¹ Some of those individuals were seen on several occasions over a two month period. Most were directly involved in the administration, advising or funding of the TST and the BDC. Others, however, represented more detached points of view such as a former teacher who was imprisoned by the Communists from 1943-47 and who taught thereafter at the School until 1975. Or the graduate of the Class of 1927 who is currently one of the officers of "Laboremus", the alumni society of the Fultz School. Or the Program Officers at the Soros Open Society Foundation. Or the eight Rectors and Deputy Rectors who were participating in a thirty day USIA-sponsored international visitors program, one of whom was a former teacher at the School. Or the director of another USAID-funded project headquartered in Tirana.

¹ Appendix #1

Finally, as per the Scope of Work, verbal debriefings were held in Tirana with both the U.S. Ambassador and USAID representative and on return to the U.S. with the Project Officer and the USAID Albanian Desk Officer. Verbal debriefing were also provided to the Chair of the Fultz Foundation Board and to the Executive Director. Many of the commendations and recommendations noted in the report were shared orally with those noted above.

To a person, Albanian or American, encouragement was given to the reconstituting of the TST and to the creation of an allied Business Center. This was based predominantly on (1) the needs for precollegiate and contemporary technical education; (2) the need for a reinstatement of educational standards (more than one individual recounted incidents of pupils striking teachers and not being reported for fear of retribution or of admissions made on the basis of party hierarchy and persuasion; (3) the opportunity for low cost/no cost short-term "how-to" programs or workshops on management and marketing; (4) emphasis on practical training; (5) potential for collaborative relationships between business sponsors, students in the School and participants in the Business Center which would be either job related or revenue enhancing or both; and (6) the opportunity to bring together government and non-government interests (commercial, educational, technical; traditional and non-traditional) in a growth-related enterprise which is essentially to be market driven by Albanians for Albanians.

It's a good project and a good investment and one where the sponsoring organization has already taken deliberate steps to raise external funds, seek support from the Albanian American community, hire a well-qualified academic adviser and demonstrate initiatives in not only reconstituting the curriculum and the entrance standards and admission process of the TST but also in working patiently and systematically with the Ministry of Education and the Municipality of Tirana to achieve a high level of mutual understanding and continuing support.

However, while these steps have been taken and the initial class of the reconstituted curriculum has completed its first year, a Business Center Director appointed, and a projected one-year implementation schedule for the Business Center drafted, the Board and Administrator of the Foundation and those involved in directing the overseas activities must continue to assess their performance and establish an agreed upon set of objectives for the immediate future which may include (but are not limited to) the following:

- * Appointment of a Project Director to replace Dr. Herschbach who is unable to accept the initial two year appointment but who still continues as a paid adviser.
- * Development of a three-to-five year strategic plan which articulates both program and funding objectives and established benchmarks annotating both sums and sources.

- * Articulation of staff/line relationships between the TST and BDC as well as decision-making and funding authority within the context of the memorandum of understanding with the Ministry of Education and the Bylaws of the H.T, Fultz Albanian American Educational Foundation.
- * Implementation of time lines and budgets for professional development and English language training of current TST Director and senior staff.
- * Identification and selection of corporate, educational, and/or government sponsors with potential to establish revenue-enhancing projects on campus which will compliment identified programs of the BDC.
- * Create relations with a select number of Albanian and U.S. higher education institutions to form a consortium of interests which stimulate professional development, study abroad, joint research projects and funding and which will provide long-term benefits to all parties.
- * Seek specific funds from external business and philanthropic sources on a matching basis to renovate specific facilities identified for specific purposes such as incubators for creating new, small businesses, a library for the newly created BDC, etc.

Clearly the above represent a significant range of priorities and objectives and to what extent they can be implemented or placed in a cohesive set of achievable priorities rests with the Board and Management of the U.S. Foundation, the Directors of the TST and BDC and, to a great extent, with the Ministry of Education and Municipality of Tirana. Bold and positive action has already been taken by the Board and administration and these have been acknowledged in the report. Now a broader, more detailed and definitive set of objectives and time lines is required to provide that larger framework against which the Board, the Foundation's Executive Director, the future Project Director, and the Directors of the TST and BDC can define and annotate decision-making and progress.

To some extent this has been achieved through the efforts of Dr. Herschbach during 1993 and to date in 1994. As will be noted in the appropriate section of the report, a revised and advanced curriculum for the TST is in place and courses identified for the next 3 to 4 year period; initial and continuing applications are significantly greater than the number of spaces allowed for each class; and agreements with the MOE have been constructively reached. However, with the formal signing of the USAID contract, a more comprehensive effort to establish coordinated institutional and Foundation objectives with identifiable time lines and benchmarks will be essential to maintaining an orderly and sustainable project.

It is important also to note that while the USAID grant is specifically to establish a Business Development Center, the creation of that Center cannot and should not be considered separate either philosophically or educationally from the Technical School of Tirana. Rather their relationship should be viewed as collaborative and innovative. As a recent document on the Status of Tirana Technical School points out,

The support systems (of the School) will also be developed to link with the Business Development Center, which will be developed through an accompanying project activity. The objectives of these collaborative efforts is to achieve the high degree of educational excellence that characterized the "Fultz" School of the 1920's and 30's.²

Finally, it needs to be noted that this review and report came at a somewhat awkward period in the developmental process. On the one hand, the pre-project status of the School had already been altered as per the above. The efforts of Dr. Herschbach and the Fultz Foundation put into motion with the MOE and the Municipality of Tirana changes that have effected the curriculum of the TST, the academic staff and the physical plant. On the other hand, the advent of the June, 1994 USAID grant³ to fund a Business Development Center added a dimension of planning which has yet to be integrated into a comprehensive time line with appropriate benchmarks and indicators. This is more likely to come about now that the BDC Director is on-site and in this sense the review was unfortunately premature.

Additionally, through no one's fault, the USAID representative in Tirana most familiar with the School and the project was on home leave and involved in State Department meetings immediately prior to departure and there fore not available to the author for consultation.

By December, with the appointment of a Project Director and the continued involvement and presence of Dr. Herschbach from September to December, a detailed and comprehensive set of objectives for both the School and the Business Center should be in place. Until then the recommendations of the reviewer are of necessity based on a limited provision of printed information, interviews, and in-country observations.

This was discussed informally with the Project Officer and USAID Albanian desk officer and a more narrative summary agreed to with specific recommendations to be provided on management, program development, and funding.

² Appendix #2 Discussion Paper "Status of Tirana Technical School", June 16, 1994.

³ A copy of which the reviewer did not receive until the week of departure for Albania.

It is strongly recommended that a follow up assessment be undertaken in June, 1995 to determine (1) the status of the objectives which the BDC has defined, (2) the implementation of those objectives, (3) the funding (or sponsorship) of BDC-related activities, (4) the status of training of TST faculty who are to be involved in the BDC, (5) the state of renovation to physical facilities utilized by (or to be utilized by) the BDC, and (6) a review of the collaborative enterprises (incubator, short-term training, ESL courses) which have been initiated agreed to and initiated.

In each of the ensuing sections of the report there are specific notations on Background, Observations, and Recommendations. At the end of the report several Resources are identified which offer possible further program development and/or funding options.

The Harry T. Fultz Albanian-American Foundation is to be commended for its interest, dedication and initiative to date. What gives it an extra edge in a somewhat uncertain arena is the legacy it represents and how that legacy is recalled today and what it can achieve for the Albania of tomorrow through the combined efforts of the Business Development Center and the Technical School of Tirana.

HISTORY

The Technical School of Tirana was founded in 1921 as the Albanian Vocational School (AVS) or the "Shkolla Teknike" by the the American Junior Red Cross in concert with the Ministry of Education of the newly independent State of Albania.

As the Annual report of The American National Red Cross reported in 1921: "An elementary and a vocational training school were operated in Tirana. The former had an average attendance of 230. The Vocational School enrolled 50 boys of from 12 to 14 years of age". ⁴

By the following year, the Annual Report of June 30, 1922 indicated that:

The Vocational School at Tirana, funded during the previous fiscal year, has become a vital factor in the development of the country. This year has seen practical and financial cooperation from the government, the beginning of new school buildings and the purchase and installation of machinery. The students have acquired a good knowledge of English and an understanding of the Junior Red Cross ideal of service together with a course of study planned to prepare them for practical vocational work next school year. ⁵

These objectives and relationships were critical to the development of AVS and to its future--and continue to exist in today's reconstituted curriculum.

Ernest P. Bicknell in his book With the Red Cross in Europe 1917-1922 (The American National Red Cross, Washington, DC 1938) notes that while the main effort of the Junior Red Cross in Albania, aside from the promotion of child health, was to establish and assist in maintaining schools.

It was the intention to turn over the operation of these schools to the community at the earliest practicable moment and in fact the Junior Red Cross did turn over its work at the end of June, 1922 with the exception of the Vocational School at Tirana, which it decided to assist until it was firmly established. Through the operation of this school the Junior Red Cross performed a service in Albania whose significance and far-reaching effect are beyond calculation. ⁶

⁴ Appendix #3

⁵ Appendix #4

⁶ Appendix #5 [p. 469 Bicknell Appendix]

The Director of the School from 1922 to 1933 was Dr. Harry T. Fultz and while the School continued to be known as the AVS or Shkolla Teknike during this period it would assume other names over the course of the next six decades. It was known as the Middle Technical School November 7th, the Karl Gega School, and the American School. However, the name which has been most widely known and used by Albanians throughout all these years and up to today is The Fultz School, a tribute to Harry T. Fultz and to the principles of service, scholarship, and learning by doing which were emphasized by him during his 11 year tenure as Director.

In that period the School's enrollment grew to over 500 students from all regions of Albania. There were 156 graduates, all of which were proficient in English, a qualification which was to become an historical trademark of the alumni but also one which subsequently had dire consequences for them and the faculty following the nationalization of all foreign schools in 1933 and under subsequent government regimes.

The School's enrollment reached several thousand students at its peak but has had greatly reduced attendance and quality of instruction over the recent past. Standards of admission and performance also deteriorated.

The decision by the Harry T. Fultz Albanian-American Educational Foundation to reconstitute the curriculum and work with the Ministry of Education to restore the physical plant has been well received by alumni, parents of prospective students, academic staff, the GOA, and USG officials in Tirana. This is also the opinion of those interviewed for this report concerning both the Technical School of Tirana and the Business Development Center.

Of highest priority here is the recognition by the USG of the following:

- * The continuing positive reputation which the Fultz School enjoys among current Albanians. It is of almost heroic proportions and is based on three critical factors:
 - a) quality of instruction and sense of service to the community;
 - b) combination of theoretical and experiential education;
 - c) English language training

A fourth factor involves pride in the fact that at its best the Fultz School included students from all regions of Albania and therefore was in a very real sense a national school.

- * There is an organized and active alumni society called "Laboremus" which meets monthly in Tirana. There are over 100 known, living graduates of the Fultz School, 60 of which are active in this alumni-cultural society. Twenty-four (24) alumni were political prisoners and 18 are referred to as "martyrs of democracy" having been executed under earlier regimes.

- * The size and general quality of the current campus is extraordinary and with space already at a premium in Tirana, the property provides the School with an opportunity to expand its courses and programs appreciably and still have sufficient usable space to involve related, revenue generating activities.
- * The historical principles on which the School was founded and which were instilled in generations of former students, teachers, and which resulted in a considerable number of public works completed throughout the city and region, are still recognized and are as viable in 1994, as they proved to be decades earlier. They are appropriate and useful foundations on which to structure the curricula of the School and Business Center.
- * The historical ties which the School previously enjoyed with the Ministry of Education are being renewed as is evident in the Memorandum of Understanding and Agreement of Cooperation which was signed on July 17, 1992 by the GOA and the Fultz Foundation. This document

empowers the Foundation to take an active and direct role in developing the School's curriculum, management, physical facilities, student activity programs and continuing education programs for alumni and the community. ⁷

The Foundation is even given authority to appoint a Director for the School and the Ministry of Education agrees to make available as much of the facilities of the existing Technical School of Tirana as is needed for the School's operation. The Ministry also agrees to pay the Albanian staff and to secure duty free import privileges for commodities and equipment for use by the School.

The old adage "what goes around comes around" is certainly applicable here and in the best sense imaginable. It's as if a bad dream had interrupted the continued success and development of the original Albanian Vocational School for over 50 years only to be dispelled in 1992 with the advent of a revised and reconstituted Fultz School and proposed Business Development Center, each conceived of along the curricula and extra curricula/community based concepts as established and practiced by Harry T. Fultz and his colleagues from 1922 to 1933. It's uncanny but true, and what is even more amazing is the fact that those concepts and practices are still not only viable but also incorporate the imprimaturs of contemporary history and the essential ingredients for future development.

⁷ Appendix #6 Memorandum of Understanding

If any project has the basic ingredients to succeed, it is this one. Sustainable development must, finally, be the responsibility of those who are to benefit most from it. It is essentially a chauvinistic process. The rather startling impression that one has in this instance is that the institution is a kind of historical landmark and that in the present climate it would be something of a national disgrace to let it flounder and fail. It has come close to doing so. However, the School has shown a remarkable tenacity to live. What is now required is strong and supportive guidance with emphasis on training (or retraining) for both administration and academic staff, the introduction and integration of new educational materials, and a continued source of funding to provide sufficient assurance of stability for changes not only to be implemented but also assessed.

GOVERNANCE

Background

Established in July, 1992, the Harry T. Fultz Albanian-American Foundation was created in the name of the former American Director of the Albanian Vocational School (1922-1933) and for the purpose of restoring the Technical School of Tirana. Incorporated in Virginia as an organization which is to engage exclusively in activities for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, the Foundation currently has a Board of Directors of 10 persons which serve staggered terms and represent a variety of professional interests.⁸

The stated purposes of the Foundation include providing practical secondary and higher education for individuals of "high academic standards" and education which fosters traits exhibited by the former Director for whom the Foundation is named. To develop and support instructional, cultural, artistic and research activities, scholarships, grants and research awards either at or in conjunction with the School, are also purposes of the Foundation.⁹

The current Chair of the Board is Mrs. Joan Fultz Kontos, the daughter of the former Director, Harry T. Fultz. She is married to Ambassador C. William Kontos (Ret.) who also serves on the Board of Directors. Mrs. Kontos is the author of Red Cross, Black Eagle: A Biography of Albania's American School.

When the Albanian Vocational School (AVS) or "Shkolla Teknike" (as it was known then) was founded in 1921

there were only two secondary schools in Albania and neither of these offered technical or vocational courses. . . . the AVS provided its students with both classroom instruction and practical experience in a broad range of vocational programs.¹⁰

That early emphasis on uniqueness and learning by doing have been continued in the Foundation's Articles of Incorporation and provide the framework for the current School's renaissance and development.

The Board of the Foundation meets formally on an annual basis but has met twice a year recently in preparation for its efforts in Albania and submission of its unsolicited request for funding to USAID. At present there are no standing committees of the Board.

⁸ Appendix #7 List of Directors and Bios

⁹ Appendix #8

¹⁰ Red Cross, Black Eagle: . . . Introduction, p. VIII

An Executive Director, Donald B. Leka, serves ex officio on the Board of the Foundation. He was appointed part-time in 1992; as of June, 1994 his position was made full time. He is an Albanian-American (second generation). His father, a practicing medical doctor, also serves on the Board of the Foundation.

The Fund balance of the Foundation for FY '93 (January 1-December 31) was listed as \$79,710, with liabilities totaling \$11,748. The Executive Director is the only full-time employee of the Foundation. There is part-time clerical/secretarial assistance which is provided on a contract basis by the Albanian-American Trade Association, which also provides office space rent-free. No costs are estimated for clerical/secretarial service for FY '94.

Funding for the operation of the Foundation's office comes from various contributions as well as the recent USAID grant. Directors of the Foundation contribute annually to its operation. In FY '92 their combined contributions were \$34,000; for FY '93 they totaled \$17,600; and the combined amount to date for FY '94 is \$101,125.

Although there is no Development Committee, the Board, through the Executive Director, has initiated 4 fund-raising benefits, two in Boston and two in New York. All were successful and netted a total of \$82,000 for the Foundation and support of the Technical School of Tirana.

The Board has also received a major, five-year matching grant of \$500,000 from the Soros Foundation. The initial year's "match" has been oversubscribed. This fund will be used for the development of the TST and will constitute part of the total resources which the Foundation must obtain to meet its share of the USAID grant.

The 4-year USAID grant is for \$1,483,191; the cost to be shared by the Fultz Foundation is \$1,258,656. The total combined resources of \$2,742,747 are to be applied principally toward the creation of a Business Development Center on the campus of the existing Technical School of Tirana and in conjunction with its reconstitution and development. Soros Funding, for example, while included as part of the shared costs can be applied to the school's redevelopment as well.

Observations

The Board and the Executive Director of the Fultz Foundation are to be commended for their initiatives in seeking USAID funding, in obtaining a major grant from Soros, and in seeking and receiving other in-kind contributions in their endeavor to assist the school in Tirana and to create a Business Development Center. Their initiatives and objectives to date are noteworthy.

Recommendations

In order to not only maintain but also increase the amount and rate of funding, the Foundation's Board of Directors must accelerate its development activities. As a new entity, much has been achieved in a relatively short period of time. However, additional new funds, sponsors, and in-kind contributions must be sought and received to sustain the School and Business Development Center beyond the life of the current grant and to meet unplanned exigencies.

In order to do this the following steps are suggested:

- * Increase and diversify membership on the Board. Seek and appoint active, committed, corporate officers and/or other business leaders; consider leading educators and foundation officers. When possible, reduce existing family relationships within the Board.
- * Alternatively, create a US-based Advisory Board specifically for purposes of raising funds for the School and Center. Representation may be from among the Albanian-American Community but should also include officers of corporations doing business in Albania (Acorn and Coca Cola, for example) and a selected number of internationally-minded foundations (like Soros, Gulbenkian, Ford and the Aga Khan). This should be a working Board to assist the Executive Director and Foundation Board in carrying out its strategic plan. A Board of 9-11 persons would not be unreasonable.

An overseas, Albania-based Advisory Board is not recommended at present. The political and economic climates are still uncertain and it would not be in the long-term best interests of the Board and the School/Center if possible conflicts were created, even inadvertently, by appointing such an overseas advisory group.

- * Appoint a Nominating Committee to be responsible for the screening and recommendation of new Board candidates.
- * Increase the number of regularly scheduled meetings per annum. Quarterly meetings annually would be a minimal number to consider.
- * Appoint a Development Committee to take the leadership initiatives required in strategic planning. This Committee can be comprised of 2-3 persons and work with the Executive Director. The Board should outline overall funding objectives for the next 3-5 years; the Committee should detail how those objectives will be met.
- * Current funding emphasis should be given to equipment, the renovation of the physical plant and capacity-building for academic staff and administration. Longer-term goals might include endowments for professional development, scholarships, etc.

- * Additional leadership can be provided by the Board in public relations and to utilize fully the historical nature and presence of the school. Planning and commemorating significant occasions such as the 75th Anniversary of the founding of the Fultz School is one such event. The publication of the "American Technical School Newsletter" is an excellent demonstration of what has been accomplished.
- * Of highest priority should be a detailed strategic development plan which is both attainable and sustainable. This should be in place within a six month period and should use the existing grant and matching funds as a baseline for further development initiatives.

MANAGEMENT

Background

Management of the Harry T. Fultz Albanian-American Educational Foundation is the responsibility of its Executive Director, Donald B. Leka, a second-generation Albanian-American and a 1986 graduate of The American University, Washington, D.C. ¹¹ He has been employed by the Foundation since its establishment in July, 1992 initially on a part-time basis and since June, 1994 full-time.

His previous experience was in procuring and shipping high technology equipment to Eastern Europe and sub-Saharan Africa. He also has met with visiting GOA officials and assisted in humanitarian relief projects to Albania.

The Foundation's office has been in facilities donated by the American-Albanian Trade Association in Washington although some files, the office's computer and records are located in the home of the Executive Director, also in Washington. Secretarial, accounting and other services are contracted on an as-needed basis. There is a close, familial working relationship with the Chair of the Board, Joan Fultz Kontos, and other members of the Board of Directors. The Executive Director's father is a founding member of the Board.

The Executive Director's annual full-time salary is \$45,000 of which \$22,500 is covered by the current USAID contract. He has visited Albania 3 times in the past three years.

Observations

The Executive Director is to be commended for a number of initiatives administered during the past two years, the majority of which time he was serving in a part-time capacity.

Among his achievements have been:

- * Direct assistance in seeking support from Congress and USAID to fund the Foundation's unsolicited proposal for the Business Development Center
- * Planning and carrying out four fund raising and public relations activities in Boston and New York
- * Providing public relations and media information on the Technical School of Tirana including a newsletter called "The American Technical School Newsletter" which has a current circulation of 300 individuals, all of whom have contributed to the Foundation).

¹¹ Appendix #9

- * Assisting the Board in preparing and shipping in-kind contributions such as library card catalogue files, used IBM computers and printers and books to the TST. He has also encouraged others at the universities of Colgate, Maine, Maryland, and Wisconsin to contribute as well.
- * Coordinating planning with Dr. Dennis Herschbach, Associate Professor of Industrial Technology and Occupational Education at the University of Maryland-College Park and consultant to the Foundation, in the reconstituting of the TST and the implementation of the Business Development Center
- * Procuring and shipping of equipment to the TST and BDC to commence the projects there
- * Completing and amending Foundation's proposals and budgets submitted to USAID.

While this is only a partial list of accomplishments, it is indicative of the range and interests which the Executive Director has. It also suggests that with the Foundation's growth and development there are additional management concerns which need to be considered and addressed.

Recommendations

- * The scope of the Foundation's responsibility has increased substantially with the awarding of the USAID grant. Therefore its management and administration must be strengthened in several ways:
 - > A larger and more permanent facility/space needs to be found and all activities, files, documents, correspondence, etc. centralized.
 - > Staffing for the Executive Director and Board is highly recommended. There needs to be not only adequate coverage in responding to calls, faxes, etc. but also in various administrative activities to free up the Executive Director for other, more important initiatives in the planning and development arenas. It is understood that new space is being sought; the above is only to encourage the commitment to sufficient space and staffing to meet the new demands on the Foundation and its administration.
- * Further efforts must be made to clarify and place in appropriate priorities and time lines the Foundation's oversight and support of the Technical School and the newly funded Business Development Center. This will involve (with the Board of Directors) decisions on not only the appointment of the BDC's new Project Director but also the prompt delineation of a strategic plan for the sustained development of both areas of interest.

- * The inability of Dr. Herschbach to continue as Project Director is a significant loss in the impetus and continuity of the program even though it is understood he will be retained as a paid adviser and be on-site from September to December, 1994.

Of highest priority is the appointment of a replacement of comparable quality and preferably one who is familiar with Albania and has a capacity to network effectively within the local and international business communities to create effective, collaborative sponsorships, to encourage municipal and GOA participation, and to ensure an orderly and long-term relationship with the Technical School, its director and academic staff. It is understood that a search for a successor to Dr. Herschbach is underway and that there are several excellent candidates.

- * Of equally high priority is the formulation of a set of objectives defining the roles and relationships between and among the Technical School and the Business Development Center. If there is to be a sense of management by objectives, clarification of who is managing what and toward what ends is essential. Ditto the Foundation. Moving from a highly centralized system can be a traumatic process; that process can be eased by demonstrating graphically and in writing what tasks each administrator and unit is to perform, where potential overlaps can occur, and where collaborative efforts are required. This is the responsibility of management and needs to be given high priority and visibility.
- * Management's functions must be reviewed closely by the Board of the Foundation and there should be greater articulation provided as to the expectations which the Board has for the Executive Director. If emphasis is to be on fund raising and public relations, then that should be identified and part of the contractual relations. If other expectations are anticipated, such as the procurement and shipping of goods and supplies to the BDC, then they too should be annotated in writing.

The above should not suggest that the maintenance of the current positive and collegial relationship be altered in any way; rather the comments/ recommendations are in light of the new responsibilities which both the Board and Management have accepted and therefore clarification of those augmented demands need to be reviewed and addressed by both parties at the earliest opportunity.

- * Finally, greater exposure to key funding resources and strategies is critical for the Executive Director and the Chair of the Board. Contact with such organizations as the Council on the Advancement and Support of Education (CASE) and attendance at some of their annual workshops and seminars would be highly beneficial. The same would be true for time spent at the Foundation Library in either New York or Washington.

TECHNICAL SCHOOL OF TIRANA (TST) AND BUSINESS DEVELOPMENT CENTER (BDC)

Background

The property and facilities of the TST are impressive. Located in a heavily populated section of Tirana, they clearly show the results of a lack of maintenance but simultaneously they portray the size and stature of the original Fultz School. The current TST occupies only one floor of one three-story building, the scale of which is very large (ceilings, for example, are at least 25 feet in height). With the arrival of the second year's class in September and the concurrent need to provide space for the Library and the activities of the new Business Development Center, the second floor of this building will need to be utilized. The first floor would also provide needed space for extra classrooms and the electronics program but at present it is in a state of disrepair.

In its original life, the Fultz School was a comprehensive community in that it had resident students from all over Albania, a full sports program, and on-going, practical courses in carpentry, mechanics, construction, and electrical systems. Consequently there is a sizable gymnasium which includes a regulation basketball court complete with handsome tongue-in-groove, parquered oak flooring (which is now partially destroyed through neglect and rain which comes in through missing or broken tiles in the roof). A separate major building with sizable bays for working metal lathes (some of which are originals from the 1930's) and carpentry and storage areas all of which are linked and surround a courtyard with pine trees.

A second three-story classroom building has been used by the "old" Technical School which is being phased out in place of the reconstituted TST/Fultz School. It is in a worse state of disrepair with trash and obsolete, broken furniture jammed into empty rooms, under stairwells, etc. Plumbing and heating in all buildings need major maintenance as do the grounds. Until recently there has been no incentive to do this and no funds to pay to have it done. Currently both incentive and funding is limited.

There are additional buildings; two long rows of one-story facilities that are not being used (one segment is being occupied by a squatter) but which would be ideal for incubator units for the Business Development Center.

Almost all the structures are of the late 1920's and 1930's. Good Italian masonry work has seen the facilities through years of neglect. While they may show the lack of maintenance, the facilities themselves are well-made, well worth restoring and maintaining and would cost millions of dollars to replace at today's prices. The only real liability at present is the need for security and the location of three fast food and beverage kiosks which immediately abut the existing classroom building at the entrance to the campus.

Other than this, the size of the property and the kinds and quality of spaces available can only be viewed positively when assessing the premises and potential of both the School and the Business Development Center.

Observations

The Fultz Foundation and its U.S. Adviser, Dr. Dennis Herschbach of the University of Maryland at College Park, with the active support of the U.S. Ambassador, William Ryerson, have been skillful in negotiating a Memorandum of Understanding with the Ministry of Education for the reconstituting of the Technical School.¹² This agreement provides great latitude to the Foundation in planning the curriculum and directing the affairs of the School including staff and administrative appointments. The MOE continues to pay the salaries of the administration and staff.

The planned 5-year curriculum of the TST is patterned on the traditional gymnasium course of study with technical/business options available to all students. Those wishing to matriculate at university will have Advanced Maths, Science and English studies available in the 4th and 5th Years while those following the more specialized technical and business routes will have access to a cluster of technical concentrations which will include, initially, Transportation equipment maintenance, Electronics, and Business. Students in the 4th and 5th years will have 17 hours of classroom instruction related to their technical specialty and 16 hours of related work experience (much of which can be coordinated with the Business Center); for those planning to attend university, 6 of the 16 work hours will be spent on additional advanced academic work.

The curriculum is well conceived and planned and the development of the technical concentrations will involve the use of two computer labs, one of which is to be in place this September. Materials and equipment have been procured and shipped.

Admissions and enrollments are proceeding as planned. Although late in announcing the new course last fall, 200 students nevertheless applied and 120 were admitted. All but one will be returning for the second year (that student is moving to Canada). A second class of 120 students will be enrolled this September. Announcements for these openings and admission testing will take place in August. Care has been given to limiting enrollment for several reasons: available and usable space, qualified faculty, equipment, and selectivity.

¹² Appendix #6

Several meetings were held with the Director of the TST, the senior staff and Dr. Herschbach. A complete tour was made of all facilities. A second and third visit were made to specific facilities, some occupied, some not. Informal assessments were made of space, needed renovations and conditions of the physical plant including the gym/basketball area with the Director of Physical Education. An informal presentation to the entire faculty of the TST was requested and made. Questions about the reconstituted curriculum, future employment and salaries were voiced.

It is clear that decision making is still very centralized. There is little observable delegation and considerable deference to the U.S. Adviser, Dr. Herschbach. Micro management prevails as does a pervading authority of both the MOE and the Municipality of Tirana whose roles are somewhat competitive in the life and future of the TST and BDC.

On two occasions the Director of the TST and the U.S. Adviser had meetings at the MOE on aspects of the School's development. An offer to attend these meetings was not extended and therefore little sense of the exchange between the Ministry and the Management of the School was observed. However, a meeting with the Deputy Minister of Education, Dr. Ylli Pango, was arranged separately. He is a contemporary of the Director's and spoke about his earlier administration of the TST Factory and one department of the curriculum. He also noted that the highest current priorities at "Fultz" were the training of staff and new equipment. Management skills are severely lacking nationally; no one has them and no one is really prepared through training. He believes the "Fultz" can become a "priority" school, a model for others nationally.¹³

The concept of management by objectives is unknown and therefore a sense of strategic planning is limited or non-existent. Consequently, a clear and orderly progression of counterpart development will be most effective and with it the perception of a shared process in both planning and training.

A sense of pride in achievement is still possible in Albania whether it be in the skillful use of a vintage lathe or in the weaving of an elaborately designed rug. What is less possible to observe are initiatives of more esoteric or humanistic reasons. Interest in education and training is considered an investment and since there seems to be a lively entrepreneurial spirit among Albanians, there should be consequently a positive response to the beginning development initiatives at the TST and Business Center.

¹³ Dr. Pango is currently in the U.S. as a Humphrey Fellow and will be at Boston University for the current academic year. Because of this and his knowledge of Albanian educational development and needs, he could be a great resource to the Fultz Foundation.

The Business Development Center is regarded as an important component of the TST. Since its potential utility is to serve the School's curriculum internally and the business community externally, its pivotal role will provide for inclusion of courses in the curriculum of the TST and, simultaneously, as a vehicle for not only short-term training of business persons in Tirana and the region but also as a means through which cooperative and collaborative training can be provided to a more national and international business community in the BDC.

A projected implementation schedule (one year) in the BDC has been prepared¹⁴ and a Business Center specialist appointed. Unfortunately it was not possible to meet that person and therefore there was no opportunity to review the intended scope of work for that position or ascertain time lines for the implementation of anticipated program and training modules.

Recommendations

- * Of highest priority is the identification and selection of a Project Director.
- * Of equally high priority is the identification, selection and training of senior level administration and academic staff at the TST, especially those who have been/are to be selected to teach in the Business Development Center as well.
- * Establishment of criteria as to who is to be trained, in what areas, and for what purposes is essential. English language training, as well as that in appropriate subject areas, is equally important.
- * Management training is also of high priority so that appropriate concepts of planning can be understood and implemented. Decentralized administration and management by objectives need to be instilled.
- * Anticipated outcomes could be more conservatively stated and expectations regarding applications, enrollments and numbers of TST graduates, participants in BDC offerings, or revenue enhancing targets considered more realistically. It is better to achieve fewer goals well than to try to undertake too many too early with only partial success.
- * More specific objectives for the BDC need to be identified. For example when the proposal indicates that "two computer labs will be equipped (15 workstations each) and short-term training courses set up and staffed, counterparts trained and instruction delivered", who are the counterparts to be trained and, by whom and what are the contents of the courses to be offered?

¹⁴ Appendix #10

Subsequently if "user charges" are to be phased in "as markets develop", who is to determine those charges and what are the anticipated/estimated revenues? In like manner, estimates of those registered for computer lab courses in the BDC are given at 840 persons for year one and a total of 1,260 for two years. On what are these estimates based? And by whom?

- * More targeted objectives need to be identified by TST and BDC management generally and specifically to provide benchmarks of goals and achievements over periods of the next 6, 12, and 18 months.
- * Greater tracking of procurement and delivery systems between Foundation headquarters in Washington and TST and BDC in Tirana is needed.

This should occur as soon after the appointment of the Project Director as is possible. Orderly and planned movement of equipment and supplies is essential even under sometimes difficult conditions.

- * More integrated planning and strategy sessions between Foundation, Management and Overseas administration and staff to obtain insight and assessments of TST and BDC developments are needed. Annual Board representation in Tirana and other specific ways to evaluate what's working, what's not and why, should be considered.
- * Continue identification of professional needs as well as collaborative programs that are fundable. Consortia relations and shared resources provide opportunities for expanded development and revenue-generating income.
- * Establish early in development of BDC offerings related and fees/ tuitions to be expected.
- * Additional income should be obtained from rental of space either on short or long-term basis. Conditions, terms, and amounts should be discussed and agreed upon at the earliest opportunity by the Directors involved and with appropriate local/national authorities. Of equal importance is the determination of whether or not the BDC should prepare and appropriate "mock up" of an incubator unit or business enterprise module. The "invest" required to prepare a model office or small demonstration area might stimulate local/national or international response which would repay the initial costs of preparation many times over. It could also serve as a practicum in marketing for current administrators and staff at the TST and BDC.

- * Maintenance of and improvement to grounds and property generally is critically important as is the formal removal of unwanted squatter(s). Security for existing facilities and equipment needs to be provided especially since it is to include computers and other technological equipment. Limiting access to the property is highly recommended; currently portions of the campus are used daily as thoroughfares by pedestrians and bicyclists. The presence of the several kiosks abutting the street side of the principal classroom building are both safety and security risks.

The above represent recommendations which have to do primarily with the articulation of principal areas which the project needs to address in the coming months. As noted elsewhere, the timing of the assessment was probably premature in the absence of both a Project Director and BDC specialist, and therefore the formulation of appropriate benchmarks and data series was not possible. However, as can be understood from both the written and printed information provided, the baseline status of the TST is positive and the potential for the BDC equally constructive.

Coordination and planning among and between the U.S. and Albanian management team (Board, Foundation Director, to-be appointed Project Director, Directors of TST and BDC and the U.S. Advisor) exist but should now be accelerated and focused on construction of a more definitive and integrated set of priorities for both program implementation and funding. This will provide the strategic indicators against which achievable and sustainable progress can be appropriately measured. In the interim, sound and steady progress has been made in the areas noted and other steps have been identified and recommended.

RESOURCE #1

Management Training and Economics Education Program for Central and Eastern Europe (MTEEP)

Reference: University of Nebraska-Lincoln (UN-L)¹⁵

Proposed Initial Strategy

The UN-L needs to establish a permanent presence in Albania and preferably at the University of Tirana which has been selected as the site for the Management Development Center. However, if this proves not to be feasible, perhaps a cooperative program could be implemented through the newly-funded Business Development Center at the Tirana Technical School. Given the current needs within the country, one of the UN-L interests might be to coordinate a two-tiered program with the TST/Business Center which could serve both graduate-level interests and more vocational/technical and adult business interests.

Since UN-L has already established a Center for Albanian Studies and, further, has provided short-term training for a number of Albanian participants (including several faculty members from the University of Tirana), perhaps they could also provide training to existing and future teachers at the TST, who will compose the initial cadre of instructors at the new Business Development Center.

Such a coordinated approach might (1) utilize existing funds to Fultz and Nebraska most effectively, (2) provide a professional, working relationship between the University and the TST/Business Center, and (3) respond to current reform strategies that place emphasis on developing vocational and technical capabilities nationally. This two tier concept would not be unlike the academic training and practical relationships that exist in the U.S. between community colleges and state universities. Such roles and relationships may be important models for the longer term economic and educational reforms within the country.

Related Strategy

Have TST/Business Center consider professional relations with several kinds of U.S. institutions such as Anne Arundel, Catonsville, or Montgomery Community Colleges in Maryland or, possibly Wentworth Institute and Northeastern University in Boston, Massachusetts. The former offer excellent and appropriate sets of courses in all the disciplines which the Business Development Center intends to introduce and each works closely with the full range of adult, evening, and weekend courses suitable to the rapidly expanding needs of the Albanian business community. These institutions also have experience in articulation agreements with state universities, which could

¹⁵ Appendix # 11

provide appropriate reference points for future, long-term relations between TST, its Business Center, and the University of Tirana (and perhaps other universities, such as Korça, which has recently begun a business major). This kind of symbiotic relationship would enhance not only further educational opportunities for students at TST but also provide possible matriculation for those completing courses "for credit" at the Business Center.

The latter two institutions offer other options: Wentworth is a unique school of technology and one of the very few which still offers a BET (Bachelors of Engineering Technology). Its particular emphasis on technical and electronic training make it an ideal potential partner and some exploration of a limited faculty and student program should be explored. Northeastern University is known best for its Cooperative Program in which students alternate work and study. This methodology is particularly similar to the earliest tenants of the Fultz School and have significant relevance to the current programs of study of the TST and the larger needs of the country. Establishing a possible link with both Wentworth and Northeastern would concentrate interests in the Boston area. Such a presence on the east coast would nicely balance a potential relationship with the University of Nebraska-Lincoln, which has already established an Albanian Center and a relationship with the University of Tirana. A few carefully selected relationships to achieve specific training and create long-term sustainable academic programs, research possibilities and internships, is most important. Institutional and government resources are limited and therefore it is critical to concentrate their use effectively whenever possible.

Any of the above institutions would be available and valuable administrators. A collaborative relationship between UN-L and the Business Center would also allow for the on-going presence of an American or Albanian at the Technical School of Tirana campus to coordinate academic and training programs with the Center's Director. This and the potential for a more substantive and integrated role with options for concurrent training, program development, and placements would fulfill a number of the short and long term needs and objectives which were identified in the MTEEP Evaluator's Second Year Executive Summary.

RESOURCE #2

Albanian-American Trade Association

A collaborative relationship already exists between AATA and the Fultz Foundation. Further professional and programmatic relations are recommended. The AATA has already demonstrated business initiatives throughout Albania and its principals undertook the first comprehensive American trade mission to that country in some fifty years in May, 1991. At that time a Protocol was signed between Elias and Associates (one of the principals) and the Albanian Chamber of Commerce which called for a joint Albania-American Initiative on Economic and Commercial Development.

Since then a number of U.S.-Albanian activities have taken place through AATA including 2 several week seminars funded by the USG in (1) Development of Albanian Local Government in a Democratic Context and (2) an Albanian Business Management Program which was prepared and presented jointly by San Diego State University, SUNY-Fredonia, and the Albanian American Trade Association Consortium.

The relevance of both seminars to the concept of the TST and its Business Development Center is explicit; even in the program on Local Government, two of the nine workshops were devoted to Management Skill Development (internal and external). These skills, which pertain to needs assessment, decision making, and problem solving, are critical to the on-going development of not only the larger business community but also, most immediately, for those who are charged with the task of defining the reforms needed in technical, middle school and undergraduate education and, concurrently, redefining the administrative and management roles which have to be introduced in an increasingly decentralized society.

The fact that AATA is experienced in Albania and maintains an agent there are further indicators that a formal alliance with the Business Development Center of the TST should be explored.¹⁶ If one possible objective of the Center is to establish an international presence to serve national/Albanian interests, then the active and on-going presence of an AATA agent/office on campus might be a means by which the TST/Business Center could enhance this national/international link.

Of even greater potential is the opportunity for the Business Center to plan and offer an on-going series of seminars at different levels, times, and places in concert with the AATA. Based on AATA's experience, the recent arrival of the Business Center's Director and the grant from USAID, it is conceivable that a series of jointly sponsored business related workshops and seminars could be drafted in the fall of 1994 for implementation during 1995.

¹⁶ Appendix #12 Copy of Albanian-American Trade Advisory , page 4

If such a coordinated activity were to take place, sponsorship for the planning and implementation might be sought from a range of in-country U.S. firms such as Acorn and Coca Cola as well as through the resources of AATA and the Fultz Foundation. Since AATA notes that "We have been looking for avenues of cooperation with Fultz and . . . believe that one such way will be to coordinate our training expertise with their business development center,"¹⁷ they at least ought to be given the opportunity to put forward a plan and a budget.

¹⁷ Appendix #13

RESOURCE #3

Association for International Practical Training (AIPT)

Among the U.S. resources which the Fultz Foundation, the Technical School of Tirana, and its Business Development Center should consider is the Association for International Practical Training (AIPT). Located in Columbia, Maryland, AIPT's parent organization is the International Association for the Exchange of Students for Technical Experience (IAESTE) which was founded in 1948. Since 1948 over a quarter of a million students have participated in IAESTE exchanges worldwide.

The American Association provides a number of annual placement "offers," as do over 60 other countries worldwide. For example, Yugoslavia was able to offer 210 placements for the 1994-95 year and the Ukraine a record 300. This year, four new countries were granted full membership status. They included the Czech and Slovak Republics, Macedonia, and Pakistan. Current country candidates include Bulgaria, the Ukraine, and Uruguay. To further enhance social and economic relations between the U.S. and the Slovak Republic, a Memorandum of Agreement has been signed between AIPT and the Slovak Academic Information Agency (SAIA). The agreement promotes a wide range of exchanges with initial emphasis on Hospitality and Tourism.

This year, AIPT has conducted 35 exchanges between the U.S. and Central and Eastern Europe. Exchanges are supported through a variety of funding which includes major business/industrial sponsors such as Proctor and Gamble, AT&T, and Microsoft.

Relationship with such an association could not only provide appropriate and international practical training for senior level students at the TST but also, conceivably, a link for the Business Center students through applied electronics and other technologies to be offered there. At the least, the provision for a selected number of Albanian students to participate in a professional/practical training experience through the efforts of the Foundation and the Technical School/Business Center is both well worth exploring and fundable.

RESOURCE #4

International Executive Service Corps (IESC)

The International Executive Service Corps offers another possible resource although that may be nothing more than a chimera shortly. USAID's funding of IESC-Albania is to conclude as of September, 1994. Reductions in funding will curtail IESC's presence in Eastern and Central Europe from 12 offices to 5 including Albania. However, IESC currently maintains an office in Tirana which includes a country director (Albanian) and small staff.

Even with USAID's decision to retrench, wouldn't it be better not to disband the IESC office altogether but rather incorporate it as part of the new Business Center of the TST and continue its mission to bring short-term expertise to Albania to advise on a range of banking, commercial, educational and other needs/interests?

Specifically, the Fultz Foundation and USAID might agree on funding a select number of IESC consultants to assist in the development of the Business Center (which consultants might also be available to local small business interests through the Center). On-campus activities could be contributed initially by the TST/Business Center and then subsequently rented to IESC /Albania. USAID could assist in transportation and maintenance costs of a few consultants and the GOA encouraged to assist in the repair and maintenance of office space. The IESC headquarters, in order to further their work in Albania, might agree to provide recruiting costs pro bono. In short, rather than see the benefits of the current operation in Albania jeopardized or concluded, a cooperative effort by Fultz, the TST/BDC, IESC, USAID and the GOA is proposed. The expertise of those manning the current IESC office continues to be utilized (and through a very appropriate vehicle) and the potential exists for the further development of short-term expertise in-country through such a resource. Use of these existing elements is strongly recommended.

RESOURCE #5

Peace Corps¹⁸

The Peace Corps/Albania serves as still another useful resource for the consideration of the Business Development Center. Its particular role, consistent with its in-country mission, might be either in the area of English language training for the academic staff (who, in this instance, will also be instructors at the Technical School of Tirana) or in providing partial assistance by Volunteers through the relationship the Corps has with the Rural Commercial Bank to advise on small business initiatives and management.

At least on the surface it would appear that a symbiotic relationship might be established between the Volunteers and the Center and simultaneously with the Ministries of Education (with which the TST/Business Center is already closely linked) and Finance, which may want to develop a comparable relationship with the newly established Business Center. Collaboration of such resources could be of potential value to all parties and provide extended services to small business entrepreneurs who need assistance in basic marketing, management, and other skills.

It is understood that the Peace Corps Small Business Manager, Kevin Leahy, has already met with Joy Aliko, the Director of the Business Center, and that Dr. Dennis Herschbach, Adviser to the Fultz Foundation, has also discussed the need for English language training for the academic staff (not students) with Mrs. Thimm, the Peace Corps Country Director.

Since the Business Center and Technical School are to continue to utilize Albanian teachers, it is important that they are able to receive appropriate language and professional training at the earliest possible opportunity. Input from the Peace Corps could be strategically important and the creation of small business/English language training modules overseen by the Peace Corps and developed at the TST/Business Center might be effectively "exported" to lesser developed areas of Albania thereby ensuring their use nationally. This might even become a first step in a national (or regional) network of training modules which could be developed jointly involving the two Ministries, the Peace Corps and the Technical School/Business Development Center.

¹⁸ Appendix #14

APPENDICES

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APPENDIX #1

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APPENDIX #2

Status of the Tirana Technical School

The "Fultz" school of the 1920s and 1930s was known by a high degree of excellence. It achieved this, in part, through the combination of quality academic instruction and practical work experience. In other words, learning was by doing. The school farm, workshops, and community business activities were at the center of instruction. In addition, through productive activities the school was able to generate income to support its operations, program changes, and expansion.

The Harry T. Fultz Albanian-American Foundation was established in July 1992 for the purpose of restoring the Tirana Technical School. To this end, the Foundation has been working with the City of Tirana and the Ministry of Education in order to secure funding, develop the management structure, revise curricula, upgrade instruction, and recondition and upgrade the physical facilities. The support systems will also be developed to link with the Business Development Center, which will be developed through an accompanying project activity. The objective of these collaborative efforts is to achieve the high degree of educational excellence that characterized the "Fultz" school of the 1920s and 30s. The reconstruction of the present Tirana Technical School, moreover, is guided by the same concept: High quality instruction is combined with practical work experience.

The Tirana Technical School can be best conceived as a model, experimental school. Over the next five years it will undergo extensive development. For this reason, the Tirana Technical School does not fit within the "normal" framework of other vocational and technical schools in Albania since it is designed as an innovative, alternative system. A considerable amount of administrative, programmic and financial autonomy and flexibility is required. The Harry T. Fultz Albanian-American Foundation, furthermore, will take an active and direct role in developing the school's curriculum, management, physical resources, student activity programs, and continuing education programs for alumni and the community. The Technical School will be a multiple-role institution serving the educational and training needs of the youth and adult communities.

APPENDIX #3

Supplemental therapeutic feeding was carried on at the Durazzo and Tirana stations.

Junior Red Cross

The Junior Red Cross with the cooperation of the Nursing Service carried out an extensive program of child health and educational work during the year at Durazzo, Elbassan, Scutari and Tirana. A child feeding station and school established at Elbassan was closed on June 1, 1921. It was opened in the fall of 1920 and was continued longer than originally planned for the benefit of the child victims of the Elbassan earthquake. In May the school had a daily attendance of 207, the majority being children from 4 to 8 years of age. During the same period 400 children were fed daily and 1,300 received outfits of clothing. A similar school was maintained at Durazzo throughout the school year.

At Scutari the Junior Red Cross founded a "Children's Clearing House," the purpose of which was to take orphans and street children and transform them into clean, self-respecting boys and girls acceptable for admission to the city schools. An average of 94 were made acceptable to the city schools each month and an average of 150 from the city schools and 100 from the city kindergartens shared in the recreational and health activities of this center.

An elementary and a vocational training school were operated in Tirana. The former had an average attendance of 230. The Vocational School enrolled 50 boys of from 12 to 14 years of age.

Through the initiative of the Junior Red Cross workers in Scutari, private funds were raised in the United States to assist the Government in establishing eight schools in the remote mountain districts. The Junior Red Cross representatives were also instrumental in the establishment of an Albanian Boy-Scouts organization, which grew rapidly in popularity.

WILLIAM B. JACKSON, *Director.*

The American Red Cross in Austria

In Austria the inauguration of the new child health program of the American Red Cross was facilitated by the absorption of the already existing stations through which the organization had distributed large quantities of general relief materials, including clothing, textiles and medical supplies. At the close of the fiscal year, on June 30, 1921,

APPENDIX #4

THE AMERICAN NATIONAL
RED CROSS

ANNUAL REPORT.

JUNE 30, 1922

On its continuance much of America's future, through immigration, undoubtedly depends. It would be unreasonable, however, to expect too much at once of these war-wrecked and devitalized countries whose first concern still remains, to a great extent, the actual need of the moment, the actual problem of mere existence. If within the next few years we are able to find even 50 per cent of the work we have founded still carrying on, we should be satisfied. Fifty per cent of it will amply repay us in the end in securing a healthier Europe and in safeguarding our own country against the inroads of inferior immigration; in short, in making the world a safer and better place to live in.

PART II—JUNIOR RED CROSS

During the past year the efforts of the Junior American Red Cross in Europe have been centered on activities which would both bring direct benefit to European children and at the same time tend to stimulate the formation of National Junior Red Cross Societies. Such projects as did not contribute to both ends have, wherever consistent with obligations already incurred, been either discontinued or turned over to local agencies.

Albania

The Vocational School at Tirana, founded during the previous fiscal year, has become a vital factor in the development of the country. This year has seen practical and financial cooperation from the government, the beginning of new school buildings and the purchase and installation of machinery. The students have acquired a good knowledge of English and an understanding of the Junior Red Cross ideal of service, together with a course of study planned to prepare them for practical vocational work next school year.

The Elementary School, after having been operated by the Junior American Red Cross for over two years was, in June, 1922, handed over to the government, who will continue it along the same lines—as a coeducational school with no religious instruction.

Austria

In September, 1921, an American Junior representative went to Vienna for the purpose of aiding in the organization of an Austrian Junior Red Cross. After much preliminary work in bringing together

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APPENDIX #5

WITH
THE RED CROSS
IN EUROPE
1917-1922

By
ERNEST P. BICKNELL
Late Vice Chairman in Charge of
Insular and Foreign Operations
The American Red Cross



THE AMERICAN NATIONAL RED CROSS
WASHINGTON, D. C.

1938

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The Junior Red Cross founded a Children's Clearing House at Scutari, the purpose of which was to take orphans and street children and transform them into clean, self-respecting boys and girls acceptable to the city schools. The Junior Red Cross succeeded in raising private funds in the United States to assist the Albanian Government in establishing eight schools in remote mountain districts. The main effort of the Junior Red Cross in Albania aside from the promotion of child health was to establish and assist in maintaining schools. It was the intention to turn over the operation of these schools to the community at the earliest practicable moment and in fact the Junior Red Cross did turn over its work at the end of June, 1922, with the exception of the Vocational School at Tirana, which it decided to assist until it was firmly established. Through the operation of this school the Junior Red Cross performed a service in Albania, whose significance and far-reaching effect are beyond calculation.

The Tirana school was first established by John C. Crawley, a field director. He was followed by Ambrose B. Kelly, largely responsible for the physical advancement of the school. In 1921 one hundred and fifty boys were being trained in this school in elementary academic subjects, shop work and agriculture. The school was installed in a building which was not very suitable, but plans had been made to complete a half finished old college building, a gift to the school by the government.

Apparatus and machinery for the school were purchased in Vienna. The pupils lived in the building under the supervision of three American teachers. Guided by their instruction, they were able to set up a small electric lighting plant which furnished light for the school and also for the parliament building next door, this being the first lighting system in the city of Tirana. An ice plant was also installed and a milk route from the school dairy established, use being made of English sanitary bottles. The boys, under supervision, also

APPENDIX #6

Memorandum of Understanding

The first technical school in Albania was founded in 1921 to educate the youth of Albania and was placed under the leadership of Harry T. Fultz, an American educator who directed the activities of the school until 1933, emphasizing the importance of diligence, keen observation, and practical applications of subject matter.

To restore an American connection and promote technical education in Albania, the Harry T. Fultz Albanian American Educational Foundation (the Foundation) was established. Representatives of the Ministry of Education of the Republic of Albania (the Ministry) and the Foundation signed an Agreement of Cooperation on July 17, 1992. To augment that initial agreement for cooperatively developing the Technical School of Tirana, the Ministry and the Foundation hereby agree:

- 1) The Ministry hereby empowers the Foundation to take an active and direct role in developing the school's curriculum, management, physical facilities, student activity programs, and continuing education programs for alumni and the community;
- 2) The Ministry looks to the Foundation to provide leadership so that the Foundation can develop a curriculum that will bring the students of the school to technical mastery equivalent to that of their counterparts elsewhere in the developing world, and that will instill in them a trust and facility in democratic approaches to government and public action;
- 3) The Ministry looks to the Foundation to help in identifying resources for modernization of the physical facilities of the school, including the buildings for instruction, laboratories, and administration, as well as for providing modern equipment for teaching the students actual operation and maintenance of machines and instruments of the kinds they will need in making Albania competitive;
- 4) The Foundation will appoint a director for the school;
- 5) The director on behalf of the Foundation will exercise day-to-day responsibility for the administration of the school;
- 6) The director will have authority to select and retain staff;
- 7) The Ministry will make available as much of the facilities of the existing Technical School of Tirana as is needed for the school's operation;
- 8) The Ministry will pay the Albanian staff; the Foundation will pay the non-Albanian staff;

- 9) The school will be permitted to engage in revenue producing activities that are related to its educational goals;
- 10) The school will issue diplomas and certificates that will be recognized by the Ministry;
- 11) The Ministry agrees to secure duty free import privileges for the personal effects of the director and other non-Albanian staff and their families (including one vehicle per long-term--one year or more--persons assigned) and for entry of commodities and equipment for use in and by the school.

Date:

For the Ministry

For the Foundation

Roan Fultz Korito
Chairman of the Board

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APPENDIX #7

July 13, 1994

The Harry T. Fultz Albanian American Educational Foundation

Term Elections of Members of the Board

3 Year Term: Aug 1992-1995, extended 6 monthss to Mar 1996:

Joan F. Kontos
C. William Kontos
Dr. Agim Leka

2 Year Term: Aug 1992-94, extended 6 months to Mar. 1995:

Dr. Sami Repishti
Very Rev. Arthur Liolin

1 Year Term: Aug. 1992-1993, extended 6 months to Mar 1994. Reelected to 1997.

Dr. George Contis
Prof. Jerome Ziegler
Mary Thomas (replacing Maria Stevens)

New Members: Elected Mar 1994 to 1997

Miriam P. Leslie
Joesph Kemper

Board of Directors of The Fultz Foundation

1) Joan Fultz Kontos, Chairman of the Board

University of Chicago Ph.B., MA; various short term jobs, including assistant to Refugee Affairs Coordinator, Khartoum 1982-83; volunteer work and member of associations in Washington and abroad, including editorial assistant, Middle East Journal, and State Department Book Fair. Resided for 2 or more years in Albania, England, Greece, Sri Lanka, Nigeria, Pakistan, Lebanon, and Sudan. Published Red Cross, Black Eagle: A Biography of Albania's American School, East European Quarterly monograph series, Boulder CO, 1980.

2) Ambassador C. William Kontos

University of Chicago, BA, MA, London School of Economics and Political Science doctoral studies. With USAID served in Greece, Sri Lanka, Nigeria, Pakistan and Washington, 1949-1972. Deputy Commissioner General of UNRWA, Beirut 1972-1974; Special Representative of President and Director, U.S. Sinai Support Mission 1976-1980; U.S. Ambassador to Sudan 1983; State Department Policy Planning Staff, Senior Advisor, 1974-1976 and 1983-1986. Retired from foreign service in 1986. To present: Consultant.

3) Dr. Agim Leka

University of Rome, MD; Internships Jersey City Medical Center and Bellevue, New York University; University of Pennsylvania; Pennsylvania Hospital, Philadelphia; Philadelphia General Hospital. Teaching instructor, University of Louisville, KY; Meadowbrook Hospital, East Meadow, NY; Stonybrook University NY; Mercy Hospital, Rockville Centre, NY; South Nassau Communities Hospital Oceanside, NY. Private practice since 1980. Professional Associations--NY Cardiological Society, American Geriatrics Society, American Society of Internal Medicine, Medical Association, N.Y. Medical Society, Nassau County Medical Society. Several published articles on human rights.

4) Dr. Sami Repishti

Lyceo diploma, Shkoder, Albania; studied 2 years University of Florence, Italy; (political prisoner in Albania 1946-1958, escaped country 1959); CUNY B.A., M.A., Ph.D. in French language; teacher of French and Italian, Malverne NY 1968-1976; district chairperson, department of foreign languages, Adjunct assistant professor, Adelphi University, Garden City N.Y. 1976-1991. Retired 1991. Published numerous articles on human rights. Plans continued studies on Albanian and Yugoslav affairs.

5) Very Reverend Arthur Llojn

Princeton University BA (Summa Cum Laude), Ordained Orthodox Priest, 1970. Chancellor, Albanian Orthodox Archdiocese in America since 1975; Director Archbishop Fan S. Noli Library of Albanian Studies, Boston. Woodrow Wilson Fellowship 1967-1968.

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6) Dr. George Conds

University of Pittsburgh, PA, BA; George Washington University, Washington, DC, MD. Harvard School of Public Health, Boston, MA MPH. Internship GWU Hospital. Pediatric Residency in Stockholm, Sweden. Pediatrics Childrens Hospital Medical Center Boston, Massachusetts 1961-1965. U.S. government public health programs, AID 1966-1969; Office of Economic Opportunity, 1969-1972. Health Services and Mental Health Administration Wash., DC 1972-1973. Department of Health, Education and Welfare Wash., DC 1973-1974. 1974 to present, President and CEO, Medical Service Corporation International (MSCI) Arlington, Virginia.

7) Miriam Paul Leslie

Smith College, BA; New School for Social Research, NY, graduate studies in public relations; headed Rome Office, Newsweek Magazine after WWII; headed market research department of Philco International; foreign market researcher, Ford International; Assistant to Director, National Civil Service League; volunteer work in public relations and lobbying for various organizations in Westchester County and New York City; 1974-81, Board of Federation of Protestant Welfare Agencies, NYC; Since 1982, Board of Oaklawn Foundation, Greenwich CT, involved in improving secondary education.

8) Mary Rushit Thomas

Hunter College, History and Anthropology, B.A.; Radcliffe College, Anthropology, Graduate Study; Smith College, Child Study, M.Ed; University of North Carolina, Women's College, Instructor, 1955-1958; University of Hawaii, Instructor, 1956-1957; Boston University, School of Nursing, Department of Maternal and Child Health, Research Associate, 1957-1960; Family Service Association of Greater Boston, grant development, Researcher, 1979-1981; Massachusetts Office For Children, Community Representative, 1981-1990; several recognition awards.

9) Dr. Jerome M. Ziegler

University of Chicago, University of Michigan, premedical; University of Chicago M.A., London School of Economics and Political Science, doctoral studies. President, American Foundation for Continuing Education, Chicago 1952-63; Vice President and Professor of Social Science, State University of New York Old Westbury, 1967-1971. Commissioner of Higher Education Pennsylvania 1971-1976. Chairman and Professor Graduate School of Management and Urban Professions, New School for Social Research, N.Y. 1976-1978. Dean and professor College of Human Ecology, Cornell University 1978-1988. To present: professor Department of Human Service Studies and Department of Government, Cornell University. Numerous publications.

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GLOBAL BUSINESS ACCESS, LTD.
International Square, Suite 400
1825 I Street, N.W.
Washington, D. C. 20006

CURRICULUM VITAE

Joseph Marvin Kemper

Mr. Kemper (Counselor, retired, U.S. Foreign Service) is an Associate of Global Business Access.

Mr. Kemper served overseas for the Agency for International Development in Liberia (1955-57), Korea (1957-60), Somalia (1960-61), A.I.D./Washington (1963-65), Tunisia (1965-70), Senegal/Zaire (1971-73), Kenya (1973-75), A.I.D./Washington as Executive Director of the Africa Bureau (1975-77) and as Counselor for Administration in the U.S. Mission to the Ivory Coast (1977-80). As Personnel and later as Administrative Manager he was responsible for all administrative and logistical support activities of the Mission, e.g. Housing, Maintenance, Medical/Health, Transport, Budget/Accounting, Procurement, Foreign National Staffing, Security. As Executive Director he was responsible for backstopping all of the twenty-one U. S. Aid Missions in Africa.

Mr. Kemper joined Ingersoll-Rand's Algeria project in September, 1980 until retirement in early 1987 where he served as the Personnel and Administrative Manager for their technical team building and operating a factory manufacturing compressors and compactors. Upon retirement Mr. Kemper has worked as a Consultant and is currently with the International Media Fund in Washington, D.C..

Mr. Kemper is a current member of the American Foreign Service Association, the Diplomatic and Consular Officers Retired, and the Sons of the American Revolution. He is a graduate of the University of Maryland with graduate work at Georgetown and Syracuse Universities. His language is French.

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APPENDIX #8

A. Within these restrictions, the Foundation is organized for the following purposes:

1. To establish, equip, operate, promote and administer schools and institutions of learning in Tirana, Albania, and elsewhere in Albania;

2. To provide practical secondary and higher education for men and women of high academic standards, designed to develop in students the qualities fostered in Albania by Harry T. Fultz, the American Director of the Albanian Vocational School in the 1920s and 1930s; specifically, the values of self-reliance, self discipline, service to others, responsibility, cooperative effort, exact observation and analysis;

3. To develop, implement and participate in instructional, cultural, artistic or research activities of any kind, and in any place, aimed at educating students and the general public and enhancing their ability to help themselves, serve their country and understand and improve the world in which they live;

4. To provide scholarships, grants, awards and other assistance to deserving students, teachers and other persons for study, research and other educational pursuits at or in connection with the Harry T. Fultz Technical School;

5. To solicit and receive, spend or hold, invest, and reinvest donations and moneys given for the purposes expressed in these Articles; to buy, sell, purchase, mortgage and hold real and personal property; and to transact any and all other business necessary or proper to carry out the purposes expressed in these Articles.

B. 1. Notwithstanding anything herein to the contrary, in each instance where funds are expended by the Foundation outside of the United States, complete control of the expenditure of such funds shall be retained by the Foundation and the Foundation shall reserve the right at any time and from time to time to demand a full accounting by the recipient of such funds indicating that such funds have been expended exclusively for the charitable and educational purposes expressed in these Articles and designated by the Foundation.

2. The Foundation shall possess any and all powers granted to it under the laws of the Commonwealth of Virginia which are necessary and expedient to carry out the purposes set forth in these Articles, but shall not possess or exercise any powers which would

(a) cause the Foundation to be ineligible for exemption

Board of Directors
Joan Fultz Kontos, Chairman
Agim Leka, MD, Vice Chairman
Miriam Paul Leslie, Treasurer
Amb. William Kontos, Secretary
George Contis, MD
Joseph Kemper
Reverend Arthur Liolin
Prof. Sami Repishti, Ph.D.
Mary Rushit Thomas
Prof. Jerome Ziegler

Donald B. Leka, Executive Director

JUL 17 REC'D

The Harry T. Fultz
Albanian American Educational Foundation

July 13, 1994

Mr. Peter D. Pelham
384 Magothy Road
Severna Park, MD 21146

Dear Peter:

Enclosed you will find some of the information you requested: statement of purpose in the Articles of Incorporation; list of Board members and terms of office; biodata for Joe Kemper, (not yet reduced to a paragraph) and included on the full list that Donald is supplying. In addition, the Anticipated Outcomes and Logical Framework from our first proposal may be helpful. These have not changed appreciably.

Whatever the Board's composition may be five years hence, its main role will continue that of securing the resources needed to keep the school and BDC programs on track. For example, sending spare parts for the workshops and new instructional materials such as software and videos. By then too, perhaps Albania will have entered the international information network with the BDC resource center participating.

Exchange projects of one kind or another are likely and a sister school link seems desirable. Possibly an Albanian American "peace corps" would be feasible, or a summer "work camp" program, both suggested by Board members.

In general, the plan is to follow on the current building phase by helping the school and BDC maintain a high level of instruction, back-up for graduates, and services to the community; and to foster interchanges between Albania and the US. The greater the resources, of course, the grander the schemes.

With all best wishes.

Sincerely yours,

Joan F. Kontos

P.O. Box 9894
Washington, DC 20016
Tel. (202) 965-6530
Fax. (202) 965-4053

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FUNDRAISING

GOAL: To develop lifetime supporters of the American Technical School in Tirana from a pool of Albanian-American communities, individuals interested in education and the re-emergence issues of Albania and U.S. corporations and businesses investing in Albania.

OBJECTIVES

1. Expand the organization of fundraising committees or chapters from the current Boston and New York/New Jersey Base to include the Albanian-American communities of Philadelphia, Jamestown, Cleveland, Chicago, Detroit and Waterbury.
 2. Establish person-to-person contact in those communities with potential donors.
 3. Maintain up-to-date information on U.S. business interests in Albania.
 4. Target U.S. corporations investing in Albania for corporate gifts.
 5. Identify U.S. corporation offering matching funds to their employees' charitable gifts.
 6. Identify and reach out to new businesses started by Albanian-Americans in U.S. and Albania.
 7. Connect local fundraising drives with specific needs of school.
 8. Provide each local fundraising committee names, addresses and telephone numbers of all donors in its geographic area.
-

PUBLICITY

GOAL To communicate a vivid image of the school as a vital, growing institution directly contributing to Albanian's self-sufficient future.

OBJECTIVES

1. Seek donated public relations services from a firm, consultant or a university internship program.
 2. Compose and prepare a packet of public relations materials beginning with the 1994-5 fundraising efforts.
 3. Reveal life of school through stories, photographs and personal testimonies of students in newsletter.
 4. Schedule newsletter mailings on a regular basis.
 5. Send newsletter to all donors.
 6. Send extra newsletter to donors for distribution to interested parties and friends.
 7. Create a 20 minute video of school with voices and images of students, teachers, learning activities, facilities and accomplishments and distribute to local fundraising committees.
 8. Provide a collection of large action photographs of students involved in learning as a resource to local fundraising committees.
 9. Collect and include endorsements from individuals and institutions for initial communication to individuals and businesses.
-

APPENDIX #9

DONALD B. LEKA

4100 Massachusetts Avenue NW Washington, DC 20016 (202) 364-9751

CURRENT POSITION **The Fultz Educational Foundation** **Washington, DC**
Executive Director **July 1992-Present**

Responsibilities include coordinating Foundation policies with the Ministry of Education of Albania to improve technical education in the country; developing grant proposals to U.S. government agencies and private foundations; lobbying congressional offices in support of Foundation grant proposals; conducting fund raising events; setting up an advanced accounting system for the Foundation and regularly maintaining computer accounting records; procuring and shipping equipment, educational materials and supplies; designing promotional materials including brochures and newsletters; organizing public and media relations events for the Foundation including newspaper, radio, and television coverage.

Sirius Systems, Inc. **Washington, DC**
President **1987-1992**

Procured high-technology equipment for export to Eastern Europe and Sub-Saharan Africa, and negotiated letters of credit and contracts with foreign governments. Maintained all accounts for the corporation. Major accomplishments included the transfer of high technology equipment to the government of Albania including two CT-Scanners (*Washington Post*, December 25, 1990); hosting Albanian ministers in Washington for meetings with state department officials and members of Congress; organizing humanitarian relief to Albania including vaccines and syringes, technical journals, books and communication equipment (*New York Times*, August 17, 1991).

Dean Witter Reynolds **New York, NY**
Options Department **1986-1987**

Primary responsibilities involved clearing "as of" options trades on the New York and American stock exchanges. Also, responsible for accounting and billing functions and administrative support.

Honorable Joseph Dio Guardi **Washington, DC**
Member of Congress, (1985-1989)
Student Internship **Spring Semester 1986**

As a student intern, responsibilities included providing administrative and telephone support; fielding constituent telephone calls and responding to constituent mail.

EDUCATION *Bachelor of Arts* in International Relations, School of
 International Service, The American University, Washington, DC **1986**

COMPUTER SKILLS Advanced proficiency in PeachTree Accounting for Windows; WordPerfect 5.2 for Windows; Microsoft Excel 3.1 for Windows, Pagemaker 5.0 for Windows; Macintosh experience: MS Word, Aldus PageMaker, MS Excel, SuperPaint, and MacPaint.

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PUBLICATIONS
(Partial List)

- Auerbach, S: "Albania Opening to Trade", The Washington Post, December 25, 1990 (Donald Leka featured in article).
- Binder, D.: "For Many Albanians Freedom Means A Shot At Leaving Forever", The New York Times, August 18, 1991 (Donald Leka cited in article).
"Capital", The New York Times, April 26, 1992 (Donald Leka cited in article).
- Finora, J.: "An American School is Reborn in Albania", Illyria, September 5, 1992 (Donald Leka cited in article).
"American School in Albania Gets a New Start", Illyria, November 25, 1992 (Donald Leka cited in article).
- Hajrizi, I.: "Fultz School Gets a Boost", Illyria, February 24-26, 1994 (Donald Leka featured in article).
- Leka, D.: "Training for the Future", Illyria, December 20-22, 1993.
- Leka, D.: "Conflicting World Trends", Illyria, December 13-15, 1993.
- Leka, D.: "New Hope In The Kosova Crisis", Illyria, September 9-11, 1993.
- Leka, D.: "Starting From Scratch In Albania", Illyria, February 3-6, 1993.
- Leka, D.: "Albania's Spiritual Crisis", Illyria, June 27, 1992
- Leka, D.: "No Place For Communism In The Global Village", Illyria, March 14, 1992.
- Leka, D.: "Cowboys, Indians And Illyrians: The Albania-Oklahoma Connection", Illyria, March 7, 1992.
- Leka, D.: "Ethnic Albanians Suffer Under Yugoslav Rule", The New York Times, November 25, 1987.

FOREIGN PUBLICATIONS

- Nuri, B.: "Vaccinations For The Children of Albania", Rilindja Demokratike (Democratic Rebirth)[The official newspaper of the ruling Democratic Party of Albania and the largest daily in the country], April 27, 1991 (Donald Leka cited in article).

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Dule, A.: "Across The Ocean and Beyond Prejudices", Bashkimi (Unity)[Largest non-political daily newspaper in Albania], May 30, 1991 (Donald Leka cited in article).

Shkullaku, A: "The Technical School of Tirana Begins Anew In The Tradition of Harry T. Fultz", Rilindja Demokratike, July 18, 1992 (Donald Leka cited in article).

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APPENDIX #10

VITA OF DENNIS R. HERSCHBACH, Associate Professor, Department of Industrial, Technological and Occupational Education, University of Maryland

PERSONAL INFORMATION

Address: 7909 Princeton Avenue, College Park, MD 20740
 Telephone: Home (301) 699-8136 Work (301) 405-4542
 Marital status: Married, 3 children
 Social Security: 555-50-5897

ACADEMIC BACKGROUND

Degrees:

Ph.D. Vocational-Technical Education, University of Illinois, Urbana, Illinois, 1973
 M.S. Vocational-Technical Education, University of Illinois, Urbana, Illinois, 1968
 B.A. Industrial Education, San Jose State College, San Jose, California, 1960

Additional formal training:

Intensive preparatory program for Peace Corps assignment, Ohio University, Athens, Ohio, July 1963 to September 1963.

PROFESSIONAL WORK EXPERIENCE

University

1987-present Associate Professor, Department of Industrial, Technological and Occupational Education, University of Maryland
 1976-1985 and Occupational Education, University of Maryland
 1972-1976 Assistant Professor, Department of Industrial Education, University of Maryland
 1969-1970 Teaching Assistant, University of Illinois, College of Education
 1965-1966 Research Assistant, University of Illinois, College of Education

Other Work Experience

1985-87 Deputy Director, International Centre for Advanced Vocational and Technical Training, Turin, Italy (International Labour Organization)
 1973-79 Fulbright-Hayes Senior Research Scholar, Technical University Twente, Enschede, The Netherlands
 1977 Visiting Lecturer, Red River Community College, Winnipeg, Manitoba, Canada (Summer)
 1970-72 Coordinator, Cooperative Vocational Education, Champaign Public Schools, Champaign, Illinois
 1966-69 Teacher, Edison Junior High School, Champaign, Illinois

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1963-65 Administrator/Teacher, Government Technical College, Ombe River, West Cameroon,
West Africa (Peace Corps)
1961-63 Teacher, Carlmont High School, Belmont, California
1960-61 Manual Arts Therapist, Veteran Administration Hospital, Palo Alto, California

Consultancies:

International Labour Office, Geneva. Wrote a paper on educational financing. Summer and Fall 1991.

United States Agency for International Development, Washington D.C. Developed the scope of work for an IQC (private enterprise development). Summer 1991.

Peace Corps, Swaziland. Conducted fact finding study and presented a workshop. June 1991.

National Institute of Health, Washington, DC. Conducted a 30 hour seminar for training personnel. Spring 1991.

Campbell Communications, Bethesda, MD. Conducted a study of the instructional programs in a national a proprietary school system. Fall 1990.

Center for Educational Research and Teacher In-service Training. Ministry of National Education and Religion, Republic of Greece. Wrote a paper on adult training. June 1990.

U.S. Department of Labor/USAID. Participated in a cross-cutting evaluation of vocational training in the LAC region. Policy paper written. Fall 1989, Spring 1990.

World Bank. Wrote paper on national training agencies. Spring 1990.

Programming and Systems, Inc. Developed a marketing strategy for Independent Post-Secondary Schools in developing countries. Spring and summer, 1989.

Juarez and Associates/USAID Honduras. Assisted with an evaluation of the Advisory Council for Human Resource Development (CADERH). July 1989.

Florida State University/USAID Botswana. Assisted with the development of the technical studies curriculum for the Community Junior Secondary Schools, Botswana. June 1989.

Council of Chief School Officers. Provided technical assistance to the Guam Department of Education. Developed plans for improving and expanding the secondary level vocational education system. January 1989.

TVT Associates/USAID Botswana. Evaluation team member, responsible for private sector component of project. August and September 1988.

Educational Development Center. Wrote a policy paper on international training. Spring and Summer 1988.

World Bank. Wrote a policy paper on international training. Spring and Summer 1988.

Oregon State University. Assisted in the development of a new 5 year curriculum for vocational education. June 1988.

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Business Development Center

Projected Implementation Schedule (year one)

- July 1
Business development specialist in country
Computer laboratory equipment identified and ordered
- July 15
Preliminary planning completed with Albanian counterparts
Laboratory rooms indentified, prepared and secured
Computer instructional materials ordered
- September 1
Project director in country
Language training specialist in country
- September 15
Two computer laboratories installed and operating
Introductory computer course outline developed for day students;
instructional materials available
Basic computer course outline developed for day students;
instructional materials identified and available
Introductory English language course developed and instructional
materials available
- September 20
Start introductory computer course for 120 day students
Start basic computer course for 120 day students
Start introductory English course for 120 day students
- September 25
Start staff English course (afternoon)
- October 10
Have business development resource room ready
Have initial resource lists developed
- October 20
Introductory computer course developed for afternoon and evening
students
Introductory English course developed for afternoon and evening
students
- November 1
Start afternoon and evening introductory computer courses

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November 20

- Basic computer course developed for afternoon and evening students
- Identify audio-visual requirements

December 1

- Start afternoon and evening basic computer courses
- Open business development resource room
- Have advisory committee framework developed
- Have framework for business network developed

December 15

- Have additional business development resource lists developed
- Start basic English course for afternoon and evening students

January 15

- Have English business resources on-hand
- Set up audio-visual learning stations
- Establish advisory committee

February 1

- Have equipment in place for special computer applications
- Have support materials on hand

March 1

- Special computer applications course developed for afternoon and evening students

March 15

- Start afternoon and evening special computer applications course
- Start outreach activities

April 2

- Have business resource bank developed (Albanian firms and specialists)

June 1

- Conduct first year assessment
- Develop second year work plan

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Business Systems Specialist
Technical School of Tirana, Albania

Scope of Work

The scope of work, which is to be performed in Tirana, Albania, is to:

- 1) design and establish a training program in computer applications to business management for presentation to Albanian students at the Technical School,
- 2) develop training modules for Albanian nationals for presentation at the Business Development Center,
- 3) train Albanian staff to present the aforesaid training programs and modules,
- 4) foster support for the Business Development Center among the Albanian business community.

S. JOY ALIKO
 49926 MILLER COURT
 CHESTERFIELD, MICHIGAN 48047
 (810) 725-9518

EDUCATION

- UNIVERSITY OF CHICAGO, Graduate School of Business** Chicago, IL
- 12/93 *Master of Business Administration*
- Specializations: Finance, and Business Economics
 - Concentrations: International Business, Policy Studies, Marketing, and Statistics
 - Member: International Business, Consulting, Entrepreneurship & Venture Capital Groups
- UNIVERSITY OF MICHIGAN** Ann Arbor, MI
- 6/83 *Bachelor of General Studies*
- Concentrations: Accounting, Economics, and Computer Science

EXPERIENCE

- 7/93-10/93 **JOY ALIKO - CENTRAL & EAST EUROPE RESEARCH AND CONSULTING** Tirana, Albania
- Reviewed organizational reform and management development at the Ministry of Trade & Foreign Economic Cooperation, Albanian Center for Foreign Investment Promotion, and National Agency of Privatization; the review was coordinated by the Chief Cabinet Financial Advisor to the President of Albania.
 - Participated in the first OECD privatization seminar on Albania's institutional and policy issues.
 - Consulted Albania's Social Insurance Institute on organizational structure and management information systems.
 - Analyzed the Harry T. Fultz Albanian-American Educational Foundation Technical School's People, Programs, and Facilities.
- 11/84-6/92 **GENERAL MOTORS CORPORATION - CADILLAC DIVISION** Detroit, MI
- Future Programs Systems Coordinator - Headquarters*
- Coordinated, analyzed, and delivered future car cost forecasts and car program valuations.
 - Audited departmental information systems to ensure corporate policies and procedures.
 - Designed and implemented process improvement strategies for departmental management information systems.
 - Served as Financial Advisor for cross-functional strategic planning teams (Rewards & Recognition, Quality Network, Office Automation, and Synchronous Organization) to design future Cadillac 2000 business plans.
- Financial Budget and Systems Analyst - Headquarters*
- Designed and implemented a budget variation analysis system to highlight performance opportunities.
 - Developed Cadillac's over \$2 billion material budget and five year business plan.
 - Program Manager - designed and implemented statistical annual physical inventory program which resulted in yearly cost reductions of over \$100,000.
- Continuous Improvement Coordinator & Manager - Reata Craft Centre*
- Supervised five inventory analysts.
 - Designed and coordinated supplier development program and specialized transportation programs to build relationships and streamline processes, which resulted in quality improvements and cost reductions.
- Production Control & Inventory Analyst - Fleetwood Plant*
- Maintained scheduling and vehicle order processing systems.
 - Analyzed and resolved production job flow issues and produced management operation reports.
 - Controlled inventory and programs for just-in-time suppliers.
- 3/84-10/84 **FIRST OF AMERICA BANK** Detroit, MI
- Corporate Services Analyst-Headquarters*
- Managed escrow accounts for airline industry clients.

PERSONAL

- Travels: Toured Western Europe (6/83-12/83), Albania & Turkey (9/91), and Eastern Europe (8/92-10/92).
- Member: American Institute of Economic Research, and American Albanian National Organization.
- Enjoy sailing, golf, softball, traveling, music, art, culture, and politics. Fluency in Albanian.
- Charities: United Foundation Fund Raiser and Captain, and American Boy Scout Fund Raiser.

APPENDIX #11

EXECUTIVE SUMMARY

This proposal outlines a continuation of the successful collaborative efforts between the U.S. Agency for International Development (USAID), the University of Nebraska-Lincoln (UN-L) as the lead institution of the International Management and Economic Assistance Consortium, and the leading universities in Albania and Macedonia. The overall goal remains to assist these new democracies in their transition to productive and successful market-driven economies. The success of the effort to date is evident in the immediate and visible impact of reaching large and important audiences in both countries. A second measure of the current program's success is the sustainability with which it fosters permanent improvements in the host country's institutions and economy well beyond the USAID grant period. Sustainability is evident in the development of new undergraduate educational programs already underway in both Albanian and Macedonian universities. Beyond the academic field there are notable changes in the economy, government, and institutional policies. The Consortium has successfully achieved high levels of cost effectiveness by providing extensive in-country training at multiple accessible locations, by establishing collaborative efforts with existing universities and institutions, by creating permanent linkages with U.S. partnerships and by emphasizing the goal of "training the trainers" in contemporary management and market economics.

The proposed continuation program builds on current accomplishments and addresses the following areas of need that are crucial to enduring and successful market economies in Albania and Macedonia.

Albania

1. Graduate Level Curriculum Development – There exists no graduate level program in the fields of Economics and Management in Albania. Graduate programs leading to MA in Economics and MBA are urgently needed.

2. Faculty Retooling – There is a desperate need to retool the Economics and Management faculty in a systematic fashion, rather than on a piece-meal basis. One week of intensive training in Tirana, followed by a month-long training of ten selected key individuals in the U.S., would provide the retooling program.
3. Advanced Management Training – Because of the rapid privatization of state enterprises, increasing numbers of new entrepreneurs and managers of private enterprises need advanced training on modern management procedures and techniques. The week training demonstration will focus on how to set up and initiate permanent outreach training programs.
4. Management Information Training Systems – Modern graduate education programs require up-to-date management tools such as word processing, spreadsheet programs, database management programs, management science and operations management software, and graphics programs. A computer network with necessary software will be installed at the Management Development Center of the University of Tirana.
5. Business Outreach Programs – The Management Development Center at University of Tirana will also serve as the resource focal point to support outreach programs such as management training, business plan development, entrepreneurship assessment, and a resource library for business linkages. Subsequently, this Center is expected to be self-supporting within two years. To make these programs more accessible to participants who would have difficulty traveling to Tirana, this proposal will establish similar business outreach programs at the Management Development Centers at the University of Korce and the University of Shkodra.
6. Connectivity – Albania can benefit greatly from communicating with other Central/Eastern European, as well as U.S. Centers of Excellence.

Connectivity can be facilitated with the Management Information Training System communication capabilities for E-mail, Fax, and computer networks.

7. **Institution Building** -- In order to ensure the project's prolonged sustainability, the time has arrived to have at least one American faculty on site at the University of Tirana as a focal point of in-country activities. Likewise, three Albanian faculty will be invited to the University of Nebraska for one semester to learn about the operations of the Nebraska Center for Productivity and Entrepreneurship, Nebraska Business Development Center, and the Management Information Network at the Center for Technology Management and Decision Sciences.

Macedonia

1. **Graduate Level Curriculum Development** -- The Kiril and Metodij University has a joint MBA program established with the Maastricht University in the Netherlands. It is in the process of planning for a doctoral program in Management but lacks the expertise to do so.
2. **Advanced Faculty Training** -- Although in a much better situation than Albania, Macedonia also desperately needs to train its Economics and Management faculty. One week of intensive training in Skopje and a month-long training program for ten selected faculty in the U.S. would provide advanced faculty training required for the retooling purpose.
3. **Business Outreach Programs** -- As in Albania, Macedonian universities are ill-equipped to provide modern business training and outreach programs. We will develop the Management Development Center at the Kiril and Metodij University with appropriate resources and training.

4. **Management Information Training Systems** – Macedonia has some personal computers available but with almost no useful software. A computer network with appropriate software and training programs will be set up at the Management Development Center.
5. **Phased Faculty Exchanges** – For the purpose of program sustainability, a two-way faculty exchange program for a period of one semester is planned. Such faculty exchanges provide a permanent presence and focal coordinating personnel in both the U.S. and Macedonia. In addition to the project coordination, the exchange faculty can also facilitate collaborative research between the U.S. and Macedonian faculty members.

Anticipated Outcomes

The desired end results of this proposed continuation program are permanent advanced programs of management training and market economics education while also promoting synergistic, long-term, cooperative Albanian and Macedonian efforts to address common educational needs and to achieve mutual gains in their market economies. The success of such efforts in the academic field offer prospects for far reaching, long-term collaborations and pave the way for other areas of regional cooperation. The Gallup Organization will support the project by continuing the benchmark surveys in Albania and initiating a similar work in Macedonia. Gallup, as an independent outside evaluator, also provides valuable information concerning the success and impact of the project.

Project Period

November 1, 1993 to December 31, 1994

APPENDIX #12

Albanian-American Trade Advisory

Electricity from Page 3

specific locations for some of these plants.

In anticipation of higher coal production, the government plans to build new coal-fired power and heating plants. Construction is planned in areas close to the coal resources. For example, three that would provide steam for industry, heating, and power are to be built close to coal reserves outside Tirana.

Other energy sources may also be developed to help meet future demand. For example, the General Directorate of Power is beginning to study the possibility of developing wind and solar capabilities. There are no plans to use nuclear power, however.

Improvements Will Be Costly

Modernizing the distribution system will be costly. For example, World Bank consultants estimated that \$20 million is needed to upgrade the distribution facilities on the coast to develop the tourism potential. In addition, they estimated \$7 million-\$13 million is needed to upgrade control systems and \$2 million to complete distribution substations. General Directorate of Power officials estimated \$1 million is required for condensers to help reduce network losses. Another \$1 million is required to renovate the relay and control systems to improve system safety, since power surges can destroy electrical equipment. An estimated \$400,000 is needed for a new computerized dispatching system for better electricity regulation and export distribution.

Expanding the infrastructure will also be costly. For example, Albanian construction authorities estimated the Bushat hydroelectric plant on the Drin River in northern Albania will cost \$60 - \$80 million to build. The Skavica plant on the Drin River will cost an estimated \$150-\$200 million and be difficult to build because it is in a remote and mountainous area. It would also overflow agricultural areas and back water into Yugoslavia. Albanian construction officials said these obstacles will have to be resolved before construction can take place. Furthermore, two coal-fired plants near Tirana will require \$35 - \$40 million and \$80-\$90 million to build, respectively; the Korce coal plant is expected to require \$12 million.

Albanian officials anticipate that revenues from electricity exports will help pay for the necessary investment and construction costs. The level of future power exports is unknown, but the officials said Albania plans to connect to the West European electricity grid to take advantage of this export potential. Power needs in Europe are high in winter, the time when Albania has its best power production, according to Albanian officials. To this end, the Italian national power company wants to study the possibility of laying power lines under the Adriatic Sea to tap Albanian power.

From GAO November 1992 Report Eastern European Energy: Prospects for Improvement in Albania's Energy Sector.

Albanian Ambassador Roland Bimo
1150 18th Street N.W., 9th Floor
Washington, DC 20006
Phone (202)-223-4942 Fax(202)-223-4950

More About the AATA Agent in Albania

Petraq Gramo is a self made business person. His profession is law, specializing in foreign trade. Mr. Gramo experiences include: many years as chief of the legal department of the state enterprise Agroexport, he founded one of the first private companies in Albania, GRIMPEKS, import-export; he also founded together with his wife, GRAMO ASSISTANCE, dealing in insurance, legal, and commercial services; he is in joint venture agreements with three foreign companies; he speaks English, Italian, Portuguese fluently, as well as having a good command of French and Russian; he represented successfully Agroexport in many courts of arbitration and tribunals abroad; he has attended the Max Planck Institute for International Private Law in Hamburg, Germany.

Since the conception of the AATA Mr. Gramo has been our agent in Albania. He has taken an active part in housing and assisting representatives from U.S. governmental agencies, as well as company representatives from the U.S. and he has provided detailed information for our clients in the U.S.

Petraq Gramo's office is located in Tirana at, 9 Frosina Plaku Street, Telephone: Fax 355-42-33248 or contact our Washington office Telephone (202) 37-0213 Fax (202) 347-0625.

Albania's Tourism Potential

In recent months, the AATA has been receiving the "Albanian Economic Tribune", a monthly publication printed in English in Tirana covering a wide range of economic developments in Albania. Those of you who have visited Albania recently may have seen it on the newsstands.

An example of its contents is an article appearing in the August 1992 issue: an interview with the Deputy Minister of the newly established Ministry of Tourism, Edmond Spaho. Mr. Spaho spoke of a study of Albania's tourism potential begun in May 1992 by a team of experts from the European Bank for Reconstruction and Development (EBRD). The results of the study were to be discussed with the Ministry of Tourism and other Albanian tourism experts to form the basis of a strategy for tourism development. The elements of the strategy as approved by the Albanian Government would then be communicated to investors in Europe and the United States to introduce them to the opportunities presented by Albania's undeveloped tourist potential.

In the absence of an Albanian tourism development plan and requirements to govern its implementation, Mr. Spaho stated that the Ministry is prepared to negotiate with foreign investors with "clear ideas" about tourist projects in particular regions of Albania. This would include projects involving reconstruction of existing structures.

Mr. Spaho cites several contracts recently signed by the Ministry with foreign companies for tourism development, among them: (1) with SICS (Italian) for construction of a tourist village in Ksamil in the Saranda area, described as two hotels, a tourist port, airport, and a local infrastructure; and (2) with ITALTRADE (Italian) for the reconstruction of four tourist hotels in Durres, Vlora, Shkodra and Berat. He referred to negotiations then underway with NOVOMATIC (Austrian) for equipping tourist hotels with electronic games and for

Continued page 5

ECONOMY IS ONE OF POST'S AND MISSION'S LEADING GOALS;

--C. INSTITUTIONAL ABILITY/CAPACITY OF PARTNER INSTITUTION: VERY STRONG: PREVIOUS FY92 PROGRAM ON THIS SUBJECT WAS OUTSTANDING, AND SUNY PLANS TO COORDINATE AGAIN WITH THE SAME ALBANIAN INSTITUTIONS AND WITH THE ALBANIAN-AMERICAN TRADE ASSOCIATION (AATA), WHICH HAS EXCELLENT TRACK RECORD. PROPOSAL FOR MODULE INVOLVING THE HARRY FULTZ TRADE SCHOOL, WHERE AATA IS WORKING TO DEVELOP A BUSINESS INCUBATOR PROGRAM, IS EXCELLENT, AS THIS INSTITUTION ENJOYS HIGH LOCAL RESPECT WHICH WILL FORSEEABLY GROW;

--D. FEASIBILITY: STRONG. SIMILAR TO THE FY93 PROGRAM, WHICH WORKED VERY WELL. INABILITY OF EARLIER PROGRAM TO ATTRACT PARTICIPANTS FROM AREAS WELL OUTSIDE TIRANA BECAUSE OF THE EXPENSE INVOLVED IN THEIR RESIDENCE IN THE CAPITAL FOR TWO WEEKS, HAS THIS TIME BEEN FORESEEN AND PLANNED FOR (SEE PHASE I, "STIPENDS WILL BE PAID TO PARTICIPANTS TRAVELING FROM OUTSIDE THE CAPITAL DISTRICT TO ATTEND");

--E. MULTIPLIER EFFECT: STRONG. ALUMNI/AE OF PREVIOUS PROGRAM HAVE GONE ON TO OCCUPY HIGHER PLACES IN GOVERNMENT AND COMMERCE, AND ARE INFLUENTIAL SPOKEPERSONS FOR THE FREE-MARKET ECONOMY;

--F. COST EFFECTIVENESS: VERY STRONG. THIS PROGRAM PROVIDES MAXIMUM EXPERIENCE (INCLUDING IN U.S.) FOR ALBANIAN PARTICIPANTS FOR THE MONEY REQUESTED.

3. SUNY-FREDONIA: GROWTH OF LOCAL GOVERNMENT RESPONSIBILITIES;

--A. QUALITY OF PROGRAM IDEA: STRONG. THIS PROGRAM WOULD BUILD ON THE SUCCESSFUL FY93 PROGRAM, AND THE SPECIFIC NEEDS IT REVEALED IN AN EXCEPTIONALLY UNDERDEVELOPED BUT VITALLY IMPORTANT SUBJECT AREA;

--B. VALUE TO BILATERAL RELATIONS: STRONG: WOULD DRAW ON/ENHANCE THE PERCEPTION HERE THAT AMERICAN FEDERAL STRUCTURES OF GOVERNMENT ARE AMONG THE WORLD'S MOST DEVELOPED AND PROGRESSIVE;

--C. INSTITUTIONAL ABILITY/CAPACITY OF PARTNER INSTITUTION: STRONG: COOPERATION WITH COUNCIL OF MINISTERS ON THE FY94 PROJECT RE THIS SUBJECT WAS VERY GOOD AND LEFT STRONG POSITIVE IMPRESSION, WHICH CAN ONLY BE STRENGTHENED BY PARTICIPATION OF MINISTER OF LOCAL ADMINISTRATION IN POST'S FORTHCOMING

APPENDIX #13



JUL 21 REC'D

Albanian-American Trade Association

18 July 1994

Mr. Peter Pelham
Pelham Associates
384 Magothy Road
Severna Park, MD 21146

Dear Mr. Pelham:

I enjoyed meeting with you last week along with Joan Kontos and Donald Leka concerning the Fultz school in Tirana and the Fultz Foundation. I believe that the Fultz School and the USAID-funded business development center will make a significant contribution to development in Albania. As you are aware, we have developed a close working relationship with Fultz. AATA itself is being supported by the volunteer time, funds and in-kind contributions of its officers and board members. While the headquarters of AATA is in Dunkirk, New York, my firm (Mendez England and Associates) is providing office space and services to AATA in Washington. At the same time, we have been providing office support for Fultz as a contribution to their efforts.

Just to confirm what I said during that meeting, the Albanian American Trade Association has been working to strengthen business ties with the U.S. for the past three or so years. We have been pushing the idea of developing a program such as the business development center which Fultz will be developing, and similar ideas, such as business incubators, a business support center for U.S. firms, and an Albanian "AATA" chapter, just to name a few.

We believe that training programs of the kind we have developed have made a real impact. With our partners, AATA produced training programs in business development and in local government management, supported by USIA. We have been looking for avenues of cooperation with Fultz, and I believe one such way will be to coordinate our training expertise with their business development center.

Initiative on Economic and Commercial Development

(202) 965-4043

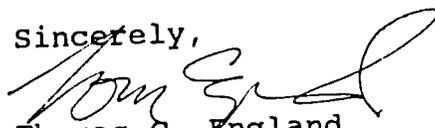
3250 Prospect Street, N.W., Washington, D.C. 20007

Fax: (202) 965-4053

page 2

As you requested, I am enclosing some information on the two training programs mentioned above. Please let me know if we can provide you with any additional information.

Sincerely,



Thomas C. England
AATA Vice President

cc: D. Leka
Enclosures

Pelham Associates

384 Magothy Road, Severna Park, Maryland 21146 (410) 647-9274 Fax (410) 647-0014

July 27, 1994

Thomas C. England
Vice President
Albanian-American Trade Association
3250 Prospect Street, NW
Washington, DC 20007

Dear Mr. England:

Thank you for your letter of July 18 and the materials you were kind enough to send. All provided additional and helpful insights into the AATA.

In my report, I plan to reference your Association and the Seminars/Workshops it has conducted under grants from USIA in Albania. I will also identify AATA as a potential resource for the recently initiated Business Development Center of the Fultz Foundation which has been jointly funded by USAID and the Foundation. The Center's Director has now arrived in Tirana and will be working to define specific objectives, programs, and sponsors for the development of the Center and in concert with the reconstituted curriculum of the Technical School of Tirana.

Training for those at the TST and through the Center for a more diverse segment of the population will be of great importance. I presume that given your on-going relations with the Board and Management of the Fultz Foundation a continuing dialogue is likely.

I hope we will have an occasion to meet again and wish you and AATA success in your future efforts in Albania.

Sincerely,

Peter D. Pelham

cc: Joan F. Kontos
Donald B. Leka

APPENDIX #14

Pelham Associates

384 Magothy Road, Severna Park, Maryland 21146

(410) 647-9274 Fax (410) 647-0014

Fax 011 355 42 42449 or 32222

TO: Matty Thimm, Peace Corps Country Director

FROM: Peter D. Pelham

DATE: July 29, 1994

of pages: 2

MESSAGE:

Many thanks for your fax of July 5 in response to my handwritten communique and apologies for this delay in replying. I took a few extra days en route home to meet my wife in Istanbul and to have a reunion with our daughter and son-in-law who were on "R and R" from Almaty, Kazakhstan. She works for the USAID Mission Director and he is the Director of the Farmer-to-Farmer program.

Once home I needed to debrief with Steve French and Deborah Crane and then with Joan Fultz Kontos, Chair of the Fultz Foundation Board and subsequently with Donald Leka, the Executive Director.

I told Joan of our "exchange" of communiques and suggested she contact you directly if she wanted to. My role in all of this is to assess the potential success of the recently AID-funded Business Development Center which is to be established at the Technical School of Tirana. One element of that success will surely be the quality of the individual who is named as project director.

Unfortunately I did not meet either Joy Alike or Dee Dee Blane. The former arrived the night before I departed and the latter was on home leave as I was out-bound! Glad you had a chance to visit with Dennis Herschbach and Joy. Fortunately he will continue to serve as an adviser to the TST and Business Development Center and be back in Tirana from September to December.

I will encourage Dennis, Joan and Donald to take up with the Ministry of Education the possibility of placing a Peace Corps volunteer Teacher of English at Fultz. The reason for this would not be to instruct the students but rather to train a number of the administration and academic staff in English. This is needed regardless and if some arrangement can be made through the Ministry with the Peace Corps, it would be of great help. I also think it would have an appropriate multiplier effect as the faculty/staff at the TST/Business Center will be predominantly Albanian, which also reflects the Corps' objective of counterpart training.

Thimm - page 2

As for a Business Volunteer, that, too, would be most helpful. My impression (and I emphasize that in view of my very short time in-country) is that the Technical School can (and should) take a major role in providing training for traditional and non-traditional students in a range of basic and contemporary skills and serve as a model for other schools and adult programs throughout the country. I'm particularly pleased that you/the Corps might consider some interaction with the Center and am very supportive of your bringing Kevin Leahy and Joy together. I do understand the principal obligation which you and the Volunteers have to the Rural Commercial Bank and the Ministry but as you also point out, "it seems that the business part of the Fultz School may also be working towards the goal of the small entrepreneurs" and as you, Joy and Arian Kapidani explore possible relations perhaps this common area of interest can serve both parties but most of all the Albanian people.

On receiving your fax and vitae, I was even more disappointed not to have time to visit with you and Hans. I have spent a little time in Haiti in assessing USAID projects, especially the University at Les Cayes, which was funded by the American Schools and Hospitals Abroad. What a long and contributing time you had there; how sad you must be at the current conditions. Marie Bogat, the former Superintendent of the Union School, is a good friend. She has moved to North Miami and is consulting there. Her husband, Leslie, remains in Haiti to watch over their family business.

My report to Steve French will be completed by the end of the month. In it I will refer to your fax and the discussions you had with Dennis and Joy and encourage collaborative efforts wherever possible between the developing Business Center and the interests of the Peace Corps.

Thanks very much for writing. Best regards to Hans.

Sincerely,

Peter D. Pelham

cc: Joan Fultz Kontos
Donald Leka
Dennis Herschbach
Steve French

Peace Corps • ALBANIA

- TIRANA, ALBANIA -

Fax Cover Sheet

355-42-42449

or c/o American Embassy Fax 355-42-32222 -

Date: July 2, 1994
To: Peter D. Pelham.
Pelham Associates
Fax number: 001 410 647-0014
From: Matty Thimm, Country Director
Pages including cover: 4
Subject: Peace Corps participation in Harry Fultz School

MESSAGE:

I'm really sorry I couldn't meet you when you were in Tirana. Actually Dennis Hirschbach came by the office before you left, so I have a bit of an idea about the Fultz School and Joy Aliko came by the office just after you left.

Both Dennis and Joy expressed interest in having a Peace Corps Volunteer placed with the school. I explained that the Volunteers who have just arrived and are in training are basically all spoken for. We feel that Peace Corps' niche is really in the districts where there are far fewer foreigners so that very few Volunteers are placed in Tirana. From the new group now in training, we expect one English teacher to work at the secondary school of foreign languages (from which future English teachers come) and one business Volunteer to work with the Rural Commercial Bank. In placing the English teachers, we have taken the lead from the Ministry of Education so that if the Ministry of Education asked Peace Corps to consider placing a Volunteer with the Fultz School, the request would be given some consideration. The goal of our English teaching project is not so much to teach Albanian students English, but increase the number of English teachers and the quality of English instruction. Therefore, it's very important that our Volunteers work with Albanian counterparts, transferring skills, and leaving an Albanian in place after their two years of Peace Corps Service to carry on.

Regarding a business Volunteer, which I understand was of greater interest to the Fultz School, there are definitely possibilities for net working with the Volunteer placed in Tirana. And depending on how busy the business Volunteer is with Rural Commercial Bank work, there might even be a possibility for that Volunteer to work with some of

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your business course participants as they set up a business. Workshops, seminars or a short course for entrepreneurs might also be possible. I have asked our Small Business Project Manager, Kevin Leahy to talk with Joy and others there to see what might work. I hope you understand, that we have an agreement with the Rural Commercial Bank and the Ministry of Finance to place Volunteers with the Bank. These days, Peace Corps tries to do projects with all the Volunteers doing more or less the same thing. The Rural Commercial Bank is helping us with our technical training so our first obligation is to it. Our Volunteers have come to work and they want to make a contribution, so if they have time and feel collaboration to be satisfying, they're generally happy to help out. Our business project is aimed at assisting small entrepreneurs and institutions which assist them. So although we try to place Volunteers with an institution or organization which is serving entrepreneurs all over the country, it seems that the business part of the Fultz School may also be working towards the goal of assisting small entrepreneurs.

The bottom line is that you can't count on a Peace Corps Volunteer to do a full time job at the school, thereby allowing you to hire one less staff person, but there might well be possibilities for collaboration in a less formal way. I know this is vague but I hope it may be of some use to you.

My husband, Hans, said you might be interested in my CV regarding a position at the Fultz School. As you will note, I set up the vocational branch of the school we nurtured for so many years in Haiti. I feel that my experience here with Peace Corps/Albania both in the field of education and small business, as well as the fact that I have learned to speak Albanian, would be an asset to the work of the Harry Fultz School.

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