

INVESTING IN CHANGE

Russia

Kyrgyzstan

Kazakhstan

TRAINING FOR  
FREE-MARKET ECONOMIES  
AND DEMOCRACIES IN THE  
NEW INDEPENDENT STATES  
OF THE FORMER  
SOVIET UNION



NEW INDEPENDENT STATES

Uzbekistan

Belarus

Armenia

Georgia

MOLDOVA

Serbianian

by Edward B. Fiske

Just four years ago who could have imagined the governmental and economic collapse of the former Soviet Union? The astonishing events unfolded in a matter of weeks; the long Cold War era was over. Our optimistic hope for the future of those new nations that emerged from the breakup was tempered by knowledge of the serious challenges millions of people faced in restructuring their countries.

Creating a new society—replacing old economic, social, and political systems all at once—requires practical information. The United States Agency for International Development (USAID)-funded New Independent States (NIS) Exchanges and Training (NET) Project helps to empower people to create market economies and to improve national and local governance. The project supports USAID's larger development assistance program for the NIS.

The NET project provides advanced, short-term training in the U.S. for mid- and senior-level professionals from public- and private-sector institutions critical to restructuring national economies and building democratic societies. Exposure to new ideas and practices in the U.S. enhances the leaders' abilities to create systems of democratic governance and a supporting infrastructure, expand private-sector participation in economic growth, attract foreign investment, and liberalize international trade.

The Academy for Educational Development (AED) is proud to be a part of the effort to create societies that offer prosperity and freedom. For more than 30 years we have been committed to helping people in countries around the world understand how they can help themselves develop their futures.

The stories of specific individuals in the NIS and how they are making the historic transition to a new economic and political order are not well known. That is why we asked Edward B. Fiske, a nationally-known journalist and education writer, to visit NET participants who had returned home and to tell us how their U.S. training has had an impact on the private and public sectors in the NIS. AED believes people tell the NET story best. These stories are fascinating and inspiring, offering hope for the future of these new nations and validating the U.S. investment in this historic undertaking. The Academy is pleased to present Mr. Fiske's report.

Stephen F. Moseley  
President and Chief Executive Officer  
Academy for Educational Development

March 1995

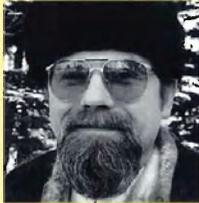
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## NET Project Highlights

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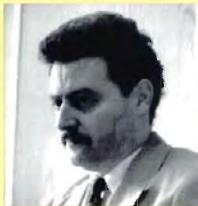
### Building a Market Economy

*"I came back with a whole new view of capitalist America. I was not prepared to see so many achievements and such a high level of competence."*

Viktor Nefedov, director of a small business center in Nizhny Novgorod, Russia

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### Creating Volunteer Organizations

*"Our government does not have the money or the means to help people like this. Only non-governmental organizations can fill this niche."*

Mikhail Schenderovitch, director of a hospital for crippled children in Moscow

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## Exhibit: NET Participants by Country

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### Promoting Human Rights

*"Kings and czars will not give you rights. History is made by ordinary members of society who fight for them."*

Kairat Ospanbekov, civil rights attorney in Almaty, Kazakhstan

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### Making Systems Work

*"Fire fighters in the United States can do what doctors do in Ukraine."*

Natalya Isayenko, manager of the intensive care department at a Kiev hospital

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## Appendix: NET Training Providers and Participants

## A Dozen New Democracies and New Market Economies

The abrupt collapse of the Soviet Union in December 1991 brought freedom to millions of people and an end to the Cold War. Twelve New Independent States (NIS) came into being virtually overnight. The United States welcomed these events, as did all nations committed to democracy and free-market economies. These new nations have been struggling to establish governments that respect individual rights and to make the shift from controlled to market-based economies. They have begun creating the infrastructure—parliaments, commercial codes, jury trials, stock exchanges and other institutions—needed to operate a modern democratic nation.

### America's Stake in NIS Reform

The United States and its allies have an enormous stake in the success of these governmental and economic reforms. That is because the NIS countries are:

- **Future trading partners.** The NIS are home to nearly 300 million people and represent a huge potential market for American goods and services.
- **International allies.** America's global interests will benefit greatly from having 12 new allies committed to democratic ideals and to free and open markets. As military powers, they can play an important role in containing regional and other conflicts.
- **Leaders in their own right.** The choices that the NIS are now making about the forms of their new governments will have a major influence on pro-democracy and pro-free-market reform movements in other socialist countries.
- **Environmental partners.** The 1986 nuclear disaster at Chernobyl as well as recently publicized oil spills have consequences that extend far beyond the borders of the particular countries involved.

The United States learned after World War II that short-term investments aimed at helping both allies and defeated opponents get back on their feet reaped incalculable long-term rewards.

### Protecting America's Investment

To protect America's investment in the rebuilding of the NIS, Congress passed the U.S. Freedom Support Act in October 1992 with broad bipartisan support. A key component is the New Independent States Exchanges and Training (NET) Project funded by the U.S. Agency for International Development (USAID).

The project is administered by the Academy for Educational Development (AED) with sub-contracted assistance from the American Council of Teachers of Russian (ACTR/ACCELS), Intercultural Training Associates (ITA), and Wu P'i, Inc. (WPI). It is designed to equip leaders from all sectors of the NIS—government, private business and voluntary agencies—with the “skills and attitudes needed to guide their nations' transition to free-market economies and democratic governance.”

During a four-year period starting in October 1993, the program will bring more than 6,000 such leaders to the United States for advanced, short-term training in their professional fields. The program is

on budget and running ahead of schedule, with more than 4,100 persons having already completed training.

### American Private-Sector Involvement

The NET project is people-based—designed to empower the policy makers and technocrats who will actually be carrying out democratic and free-market reforms in the NIS—and all initial training takes place on American soil. This means that:

- **Training is practical.** Participants see with their own eyes how democratic institutions and free and open markets operate. They develop personal, and often lasting, contacts with the Americans who make those institutions and markets work.
- **American companies benefit.** More than three-quarters of NET funds flow to hundreds of businesses and training institutions throughout the 50 states. NET training also builds new and continuing linkages between American and NIS enterprises.

### Results Thus Far

Although the New Independent States Exchanges and Training Project is still underway, it is already paying dividends. These include:

- **Increased trade and investment.** On the basis of contacts made during their U.S. training, NET “alumni” have already imported American goods ranging from blue jeans to four-wheel drive vehicles, and they are negotiating with American businesses interested in investing in enterprises ranging from the storage of potatoes to the recycling of old tires.
- **Professional dialogues.** Scholars and policy makers in areas such as defense conversion, political organization, and human rights are continuing discussions with their American counterparts that began during their NET training.
- **Economic and political reform.** Participants are incorporating the practical knowledge gained during their visits to the United States into the new judicial and taxation systems, commercial codes, financial and other institutions now being established in the NIS.

### What's Next?

The NET project will continue on course. The next months will concentrate on:

- **Follow-on training.** NET trainers will work with returning participants to consolidate and build on their new skills and attitudes through additional training in their home countries.
- **Participant selection.** Trainees will continue to be identified for American training.
- **Response to new needs.** Changing political and economic conditions in the NIS create new needs, such as expanding programs in the smaller nations of the NIS. Issues of private land ownership, multi-party political systems and laws to promote charitable giving are gaining more attention.
- **Further investment in business.** Negotiations that started with personal contacts made during NET training will eventually lead to new investment opportunities for American businesses in fields ranging from food packaging to pharmaceuticals.
- **Project evaluation.** The impact of the NET project will be formally evaluated.

**F**or evidence that there is a new economic order in the former Soviet Union, one needs only to sit in the reviewing stand at Red Square in Moscow and gaze across its historic cobblestones at the new row of upscale American and European boutiques. Welcoming foreign retailers, though, is but the first step in transforming 12 new independent nations from centrally planned to market economies.

When the state ran everything, no one ever bought a share of stock, went bankrupt, paid a capital gains tax or took a business competitor to court. A free-market system, however, requires laws, regulations and such institutions as stock exchanges, which were alien to communism. Privatizing hundreds of thousands of factories, stores, homes, vacant lots, farm equipment, and other state-owned "means of production" requires organizing what amounts to the largest garage sale in history. A market economy also demands a whole new set of management skills. Factory managers accustomed to carrying out orders from above must now learn to make their own decisions. The "new entrepreneurs" need marketing, accounting, public relations, and other skills that are critical to operating in a free market.

By visiting the United States, NET participants see the people and the institutions that make the market economy of the United States work. They return with new skills, new perspectives, and stacks of business cards with the names of new professional contacts.

## A New and Positive View of Private Enterprise

Victor Nefedov runs the Business Center in Nizhny Novgorod, the high-level military and scientific research center formerly known as Gorky. As a former Communist, he said his experience in the NET program “changed my view of reality.” Nefedov’s center offers management training and helps struggling entrepreneurs solve legal, marketing and other problems. The Center maintains a data base with information on American businesses and helps visiting American investors with everything from hotel rooms to local contacts. Recent clients included Evgeny Yarlamov, an executive of a state-run research institute who dropped by the Center library to do some market research.

Along with two aides, Nefedov took part in a three-week program run by Oregon State University on how to set up and run small-business “incubators.” He visited a business center, and met with businessmen, bankers, and political leaders.

He returned with a suitcase full of American publications and sample business plans that he is now having translated into Russian and put into the Center library. Almost every day brings an exchange of e-mail with one of his new business contacts in Oregon. “I learned that we must operate in ways

that are totally different from before,” he commented. Nefedov confessed that, as a former communist, he started out with a negative view of free-market systems. “I thought of wild markets where everything was for sale and people could do anything they wanted,” he said. “I came back with a whole new view of capitalist America. I was not prepared to see so many achievements and such a high level of competence.”



*Irina Mikhailovskaya, founder of the Vico shoe company and the Nizhny Novgorod Women's League, is working to help women to become entrepreneurs. During NET training in Florida, Mikhailovskaya was struck by the brightly colored shoes that she saw and decided to introduce this new fashion idea to Russia.*



## Importing American Goods

Alexander Abazian is a “new entrepreneur” who studied Wholesale and Retail Management with Indiana Training Exports, Inc. While in Indianapolis, he met an executive of an American jeans manufacturer, developed the idea of opening an outlet for Western wear and visited American malls to observe their merchandizing techniques. His new store in Nizhny Novgorod called “Western” is decorated in Early Saloon style, complete with bare wood, cowboy posters and swinging doors on the changing rooms. To stock the store, he has imported \$20,000 worth of American jeans and jackets.



The corn seed factory with its shiny white buildings stands like a little bit of America in a snow-covered cornfield near Almaty, Kazakhstan. The equipment carries names like Brock, Carter Day, and Farm Fans, Inc., and contrasts sharply with the small, outdated Russian-built plant that still lies near the main road.

The \$7 million factory, imported from Indianapolis last year, is run by Kazakhstan Seeds, a newly privatized “joint venture” firm. Managers hope that the plant will help propel Russia’s outdated agricultural sector into the 21st century.

## Moving Agriculture into the 21st Century

Kairzhan Adilov, the firm’s director general, attended a Development of Market Based Agriculture program run by CIRTA in Iowa. He was struck by the fact that American farmers specialize in particular crops and by their self-reliance and independent spirit. “They are working for themselves—not the state—so they are interested in high production,” he commented. During his stay Adilov met with executives of three large American firms with whom he expects to develop future business ventures, including the importing of more state-of-the-art seed plants.

## Defense Conversion: Missiles to Medicines

For nearly half a century the Scientific Research Institute of Chemical Engineering, located near the ancient Russian Orthodox religious center of Zagorsk, was a high-security military facility where Soviet scientists tested engines for the rockets that thrust cosmonauts into space and for the ICBMs aimed at Cold War targets. Today those same scientists are using the facilities to produce commercial products:

- A 12-foot vacuum chamber that once carried out airborne low-gravity experiments is now used to spray atomized aluminum particles on thin plastic sheets to make food packaging.
- A large hangar-like structure, once used to clean rockets, is home to 125 machines that turn out 600 million sterilized medical syringes a year.
- A brick building houses crushing machines and holding tanks that convert pinecones and needles into additives for medicines and perfumes.

Key managers of the Institute took part in a Defense Conversion program at Clark University in Massachusetts. In addition to classroom lectures, they visited several large American defense contractors that have successfully made the transition to civilian markets.

Konstantin Denisov, the scientific director, said that he is exploring with



*Irena Skorokhodova, a staff psychologist at the Business Center in Nizhny Novgorod, is working with Major Vyacheslav Kluchnikov and other Russian military officers to help them make the personal and professional transition from military to civilian life.*

some of his new American business contacts how the Institute might use its capacity for manufacturing liquid nitrogen to recycle automobile tires into asphalt paving, floor coverings, roofing material, and even new tires. Valentina Denezhnikova, the chief economic officer, is using her American training to write a business plan for the venture. They are also planning to buy chassis from an American automobile firm and start a truck-building business.

### Majors to Merchants

Changing product lines from swords to plowshares is one thing. Converting erstwhile sword carriers into free-market plowmakers is quite another. To pro-

mote the human side of defense conversion Victor Nefedov's Business Center runs a four- to six-month program to help 160 former Soviet military officers make the transition from military to civilian life.

Irena Skorokhodova, the Center's staff psychologist, explained that the psychological adjustments are difficult, especially for men. "These people spent their careers obeying other people's orders knowing that their salaries and status would steadily increase," she said. "Then all of a sudden they are sent out to compete in a world where they are nobodies. They are told to start thinking and making decisions for themselves. It's very stressful."

Skorokhodova uses psychological tests and one-on-one counseling to help

them gain personal insights and deal with their anxieties. She also leads groups of former officers in role playing to teach decision-making skills.

A typical participant is Major Vyacheslav Kluchnikov, a paratrooper and Afghanistan veteran who was a Red Army officer for 20 years. He now lives with his wife and ten-year-old daughter in a military community, but as a civilian he will be forced to move in with his parents in a suburb of Moscow. Kluchnikov spent five years running the officers' club in Dusseldorf, Germany, where he developed useful management skills. "I understand how to satisfy clients in a service enterprise," he said. He also served as the local propaganda

officer and thinks that his advertising experience will serve him well.

## New Tax Systems for Free and Open Markets

Husniddin Khoshimov, who is deputy head of the Shayhantowr District Tax Inspection in Tashkent, Uzbekistan, recently went on his country's most popular television program, "Good Morning, Uzbekistan," to praise the Internal Revenue Service. He explained that Americans respect their tax laws and file income taxes voluntarily. He suggested that Uzbeks could do likewise.

Khoshimov is one of hundreds of

officials in the NIS charged with adapting the jumble of laws and regulations that constituted taxation under the Soviet system into unified codes relevant to free-market economies.

He took part in a NET program called Tax Administration for Middle Management that made him realize "how efficient tax administration can be—and how many things I personally had to do to educate people to be conscientious taxpayers."

Since returning he has launched an experiment designed to introduce 300,000 taxpayers in his district to the concept of tax declarations. He has organized public seminars and set up 14 service centers, all equipped with an

## Making Way for the Bulls and the Bears



Stock markets existed in the NIS before the Revolution in 1917. Now, under privatization, they are making a comeback.

Andrei Mladentsev is chief of the securities department of the Volgo-Vyatsky Industrial and Investment Bank in Nizhny Novgorod, where he helps local companies with stock offerings, runs a stock depository and is involved in a coalition of 17 local banks that is setting up a new stock exchange. He took part in a NET program on the role of banks in securities markets that included visits to major financial institutions, including the

New York Stock Exchange. He returned with nuts and bolts information as well as some first-hand experience with American financial institutions. "I opened two American bank accounts," he reported.

Alexander Inozemtsev and Irina Kurzenkova, who run the securities and exchanges departments for local governments in Nizhny Novgorod, returned from the same program with new ideas about how to inform and protect new capitalists. "Ordinary people don't understand the value of the paper they receive," said Kurzenkova. They publish a weekly newspaper, *The Way to Go*, for which she writes a column answering frequently asked questions about stocks and bonds.

## Creating New Approaches to Taxes

ample supply of computers, to help taxpayers calculate what they owe. Some of his new knowledge came from fellow NET participants. "I had to go to the United States to learn that Kazakhstan is writing a new tax code," he said.

### Transfer of State Property into Private Hands

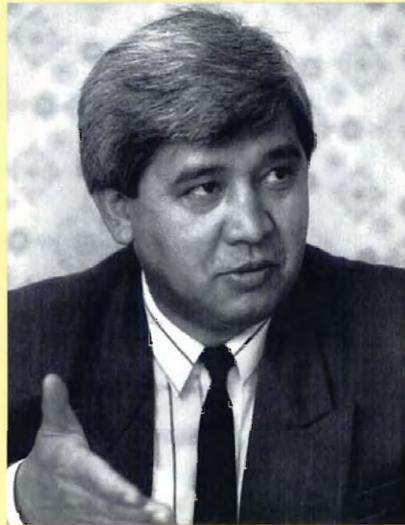
All of the NIS countries have taken steps to transfer ownership of state properties to individuals or joint stock companies. Some of these transfers are easy, such as giving people title to the homes in which they live. In other cases, such as deciding who will get ownership of a factory, a small business or a tractor, officials have turned to public auctions—which are themselves a new concept to NIS citizens.

Abdulla Butaev is the mayor of Samarkand, Uzbekistan, and is Chairman of the State Property Agency, which oversees privatization in the region. In the course of a NET program run by the International Law Institute of Washington, D.C., he examined major American financial institutions and came back with new ideas on how to promote public understanding of privatization. He touted upcoming auctions with television advertisements and drew attention by holding one in the shadow of Uzbekistan's most famous tourist site, the Registan.



*I liked the way the Internal Revenue Service in America works with taxpayers to inform and enlighten them. We lack the printing capability of the IRS, but we are trying to develop pamphlets and other printed information.*

**Victor Chepeko**, official of the state tax inspectorate in Kiev, Ukraine.



*I was impressed how Fairfax, Virginia, gave tax privileges to a big oil company to establish a plant in Fairfax. We give tax holidays for some groups, like pensioners, but we have not used them to create jobs. I have proposed legislation that would allow us to do that.*

**Aidarbek Akhmedov**, head of the Department of Natural Resources Taxation in Tashkent, Uzbekistan



*We always assumed that higher tax rates would generate more money, but my U.S. experience convinced me otherwise. If the rate is too high, people will try to hide income. Americans take the time to develop optimal rates that will maximize income but not hamper economic activity.*

**Galina Islamova**, designer of new tax legislation in Kazakhstan

One strength of American society is the abundance of voluntary social service agencies working in tandem with government and private business. Establishing such agencies in the NIS is a major priority. Strong voluntary agencies tap resources not available to financially strapped governments. Voluntary agencies can offer training in grass roots democracy and drive home the message—alien to communism—that citizens are willing and able to take problems into their own hands and find solutions.

The Soviet system barred such organizations as unnecessary in a society where it is the role of the state to satisfy all basic human needs, from jobs to medical care. Charity was viewed as political opposition and punished accordingly. Voluntary social service agencies began to reappear during the *glasnost* period of the mid-1980s around issues such as political violence and environmental protection, but they still face serious obstacles. They lack legal standing and enjoy no tax benefits, nor have the “newly rich” of the NIS yet seen the benefits of contributing to social causes. The public remains suspicious, assuming that many charitable organizations are fronts for private entrepreneurs.

The NET project is working to change this situation. Leaders of fledgling non-governmental organizations (NGOs) in the NIS observed the work of their American counterparts and in some cases even rolled up their sleeves to help out.

## Better Organized Care for Victims of Violence

Marina Berkovskaia is a physician who in the mid-1980s began serving elderly gulag survivors and other victims of political violence who, she believes, “have the right to live their last years in dignity.”

She became the medical director of the Compassion Center, which was founded in 1992 as one of Russia’s first NGOs. With the support of USAID, the International Rescue Committee, and corporate sponsors, it runs an outpatient clinic and sends caregivers into the homes of people such as 90-year-old Tatyana Anchina, who was imprisoned from 1937 to 1956 in the Far East and remains alienated from her family.

With the outbreak of ethnic conflicts in Karabakh, Georgia, and elsewhere, Berkovskaia has also turned her attention to the needs of children caught up in war. “Even children who are physically safe are victims,” she said.

“They are forming their psychic states around images of enemies and revenge. If they do not receive help, they will grow up with the same post-traumatic stress disorders that we see in elderly gulag survivors.” She and her colleagues use tests and short-term psychotherapeutic techniques to treat these young war victims. She has also begun to push for an international convention

that would guarantee the right of therapists to go into war-torn areas—like “psychological Red Cross” workers—to assist children.

Berkovskaia took part in an NGO Management program run by the University of California at Riverside. She observed the activities of American social service agencies, encountered the ideas of the influential American management guru Peter Drucker, wrote a mission statement for her organization and came away with an understanding of how and why a charitable organization must still be run on a professional basis. She learned to think of the various people and organizations with whom Compassion interacts as clients who

must be satisfied. Upon returning to Moscow, she engaged the services of an auditor, undertook strategic planning and initiated a policy of sending volunteers small gifts on the anniversary of their involvement with Compassion.

She also learned American techniques of fund raising. “You don’t go in and tell potential donors what you lack,” she said. “You go in and say ‘we have this and this, and if you give us money, we will do this and this and this.’” On the way back home she stopped in New York and tried out her new fund-raising skills on a local foundation. “They worked,” she said proudly. “I got what I asked for.”



*Marina Berkovskaia believes that elderly gulag survivors and other victims of political violence “have the right to live their last years in dignity.”*

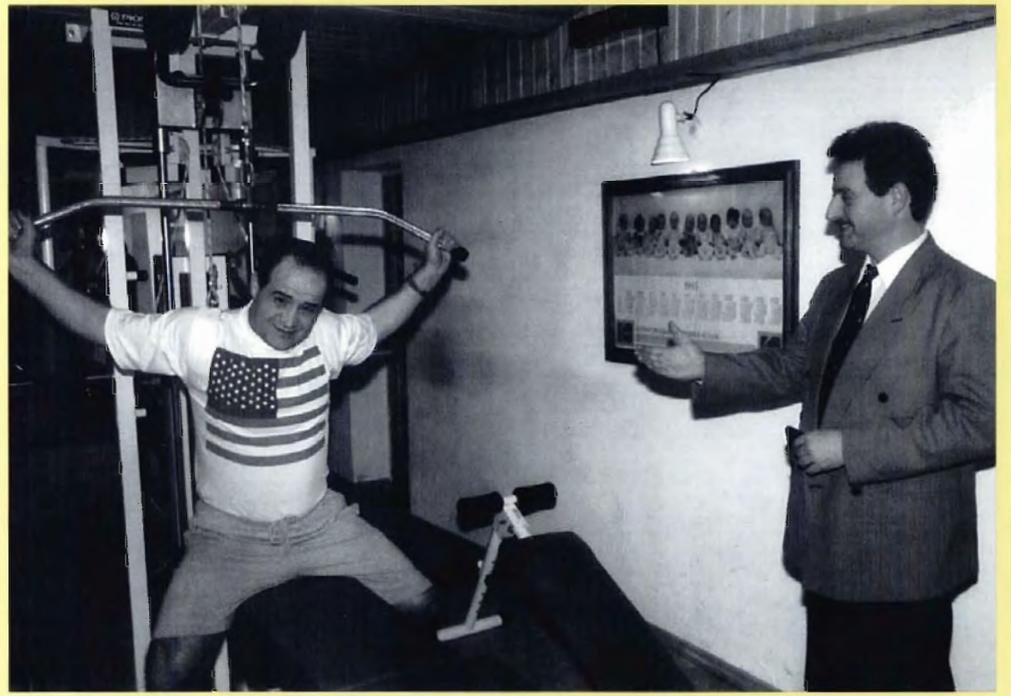
## Improved Management for a Non-profit Hospital

The abrupt collapse of the Soviet Union caused a crisis for Mikhail Schenderovitch. The 42-year-old physician is the founder of the Medical Center for Treatment of Paralyzed Persons, the first private, non-profit medical institution in Moscow. The crisis resulted because his hospital was receiving support from a federal budget that dried up when Russia became an independent nation. Since then he has been scurrying to find funds from national, municipal, and private sources.

Schenderovitch, who comes from a family of physicians, said that his NGO management training program gave him practical skills in finance, public relations and personnel and taught him to think of the various activities of the hospital in terms of related systems. "I realized that administratively you cannot separate the work of other hospital programs from patient transportation and house calls," he said. Since returning, he has reorganized hospital finances and established public relations and fund-raising departments. He has also created a new board of trustees with members from each of his principal sponsoring organizations as well as representatives of the mayor. "I now report to the board regularly," he said. His experience in the United States has led to a joint project with a California laboratory to supply hearing aids to patients.

The director said that he and his staff now "look at everything in a new way," including their financial base. "Our government does not have the money or

the means to help people like this," he said. "Only non-profit organizations can fill the niche. This is the main lesson that I learned in the U.S."



*Mikhail Schenderovitch works with a patient to overcome physical disability.*

## Debating Taxation for Charitable Organizations

American tax policies encourage the growth of non-governmental social service agencies, and participants in the NET project such as Russia's Mikhail Schenderovitch are now actively lobbying for new laws that would exempt charities and the contributions they receive from taxation. But the idea is controversial, even among those committed to other reforms of the tax system. Raisa Abashova, one of only two tax specialists in the Kazakhstan parliament, argues that setting the agenda for social policy is still the job of the government. "We have ministries whose responsibility is to do charity and to distribute state funds fairly," she said. "I personally do not think that we should give businessmen the chance to pick and choose who will get money for charity."



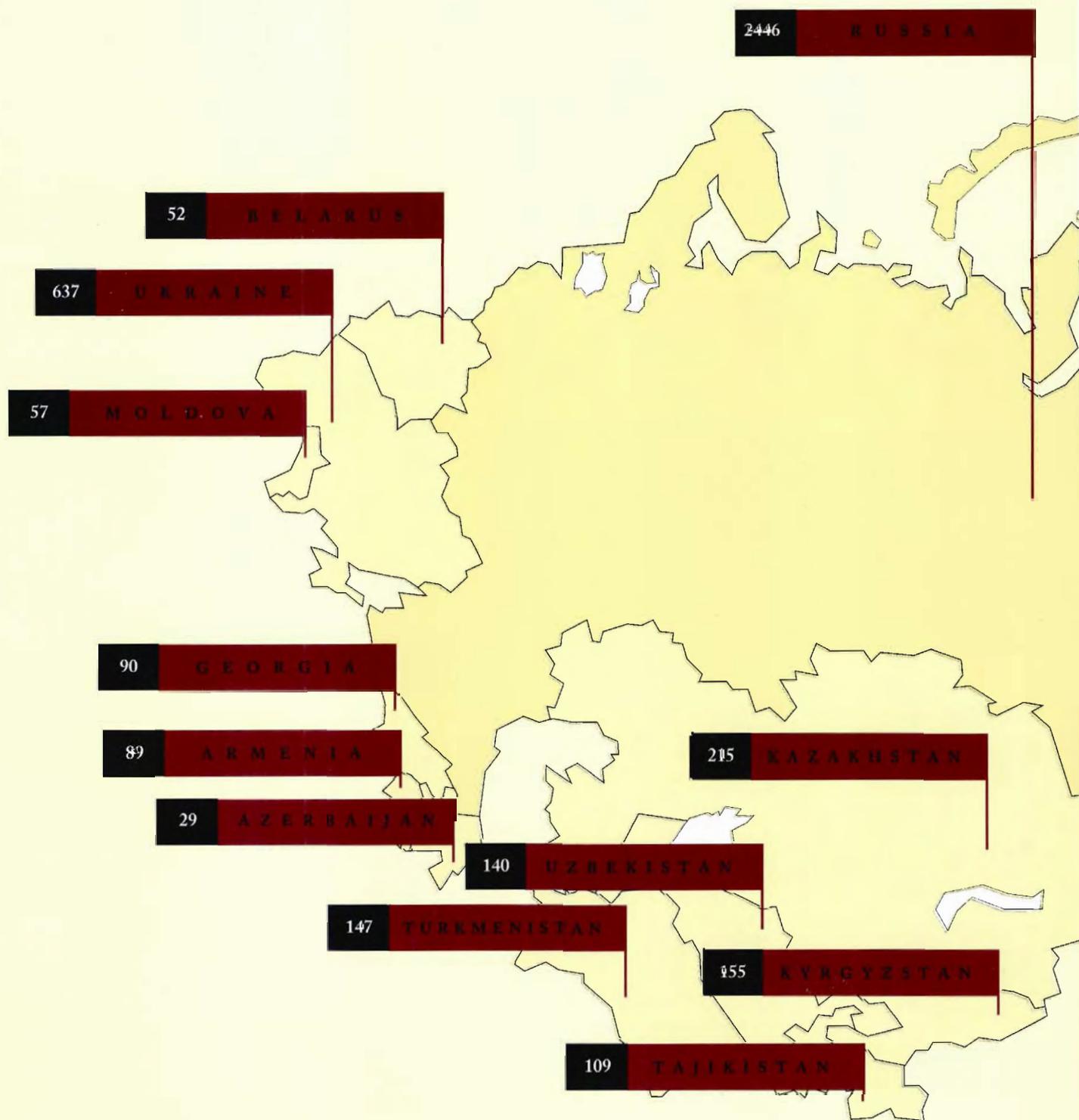
## Catching the Spirit of Volunteerism

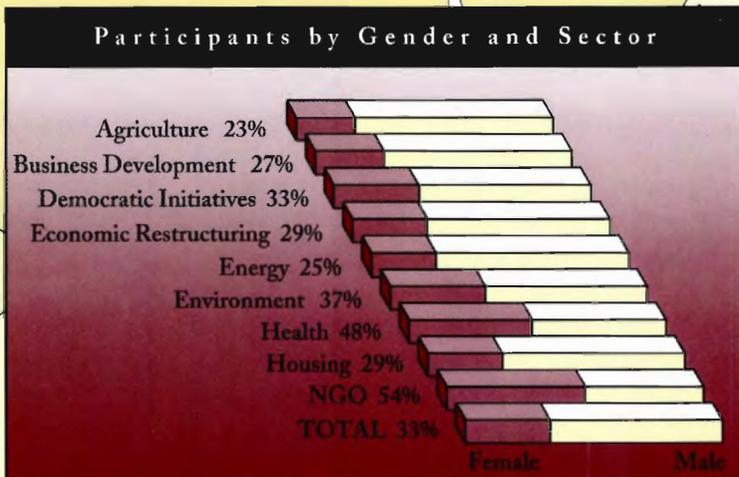
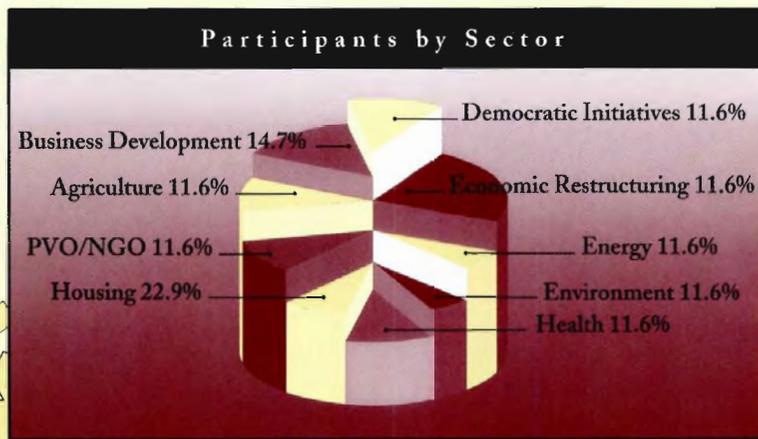
Waiters threaded their way among diners, juggling trays with heaping plates of turkey with all the trimmings and checking who needed a refill on their coffee. It was a typical Thanksgiving dinner at the the Salvation Army headquarters in Ithaca, New York, but with one exception. The servers included 20 Central Asian participants in a Pension and Welfare Management program run by Cornell University. Obtaining his first taste of grass roots voluntarism American-style was Shodzhalil Sharakhmedov, an official of the Ministry of Social Protection in Uzbekistan, who is shown above.

NET participants were repeatedly amazed to learn that charitable organizations in the United States depend on ordinary citizens donating their time and personal funds. When given a chance, though, the visitors were quick to catch the local voluntary spirit. Upon learning that their guide was taking part in a flood cleanup project organized by a local environmental group, a dozen agricultural specialists visiting Waterloo, Iowa, volunteered to help. "They gave us each a pair of gloves and a green hat, and we spent the day picking up old tires, sticks and other garbage from the flood," recalled Amangeldy Taskuzhin of the Ministry of Agriculture in Kazakhstan. "I guess you'd say the spirit was contagious."

# NET PARTICIPANTS BY COUNTRY

NUMBER OF PARTICIPANTS COMPLETING TRAINING AS OF 2/28/95: 4,166





**H**ow do you balance the rights of individuals and those of society? How do you protect the individual against arbitrary actions by the government? These were vital issues more than 200 years ago when our Founding Fathers drafted the U.S. Constitution. They are no less vital today as the countries of the former Soviet Union design their own democratic systems.

Communism taught its citizens that the interests of the state took precedence over those of the individual. The outcomes of elections were preordained; judges tended to side with prosecutors; prisoners became non-persons; the disabled were barred from holding jobs. Commerce was organized around the convenience of government, not the needs and preferences of consumers.

Under the NET project, judges and lawyers got their first look at a jury trial, and politicians saw democratic legislatures in action. Participants visited the headquarters of the major political parties in Washington, learned about consumer groups, met with leaders of civil rights organizations and watched American communities go to the polls on election day. Their overall impressions were summed up by one participant who commented, "America is a society that cares about the rights of the individual—even criminals have rights."

## Lawyer Finds Inspiration to Fight for Human Rights

For Kairat Ospanbekov, an attorney fighting to establish the principles of due process and individual rights in Almaty, Kazakhstan, it was a “defining moment” in his career.

Ospanbekov was part of a delegation of NET trainees who were dinner guests in the Columbia City, Mississippi, home of Unita Blackwell, a lawyer who was active in the civil rights movement of the 1960s. “She won 26 cases and set 26 legal precedents,” he said. “In Kazakhstan we are just beginning to establish democratic precedents for our new society. If I can win just one case against the government and set just one precedent, then I would be very proud. She showed me how an ordinary person can change the system.”

Ospanbekov took part in a Legislative System Reform course run by the Mississippi Consortium for International Development, a group of historically black universities. He saw his first jury trial and was struck by the fact that even poor defendants have access to legal assistance. He was also impressed by the judges’ impartiality. “Our judges always take the side of the prosecution,” he commented. He said that he was excited by what he saw of the O. J. Simpson murder trial on television because “the lawyers discussed

everything openly and publicly.”

Back in Almaty, Ospanbekov has helped form the new Almaty City Bar Association, and he has become interested in the rights of persons accused of capital offenses. “In the past, someone accused of murder by the government had no chance at all,” he said. “Even if his doctor testified that he was sick in bed all day, he would still be convicted. I want to establish the precedents that the government has to prove guilt and that if there is any doubt, then the charges must be lifted.”

The young lawyer is also mounting a campaign against legislators and gov-

ernment officials who are using their public posts to promote business enterprises. “Members of the public want to know why so many people in government can afford to buy fancy cars, build large villas, and dress their wives in fashionable clothes,” he said.

Ospanbekov said that hearing about the success of the civil rights movement in the United States helped to put his own country’s struggles in perspective. “Kings and czars will not give you rights,” he said. “History is made by ordinary members of society who fight for them.”

## Learning the Price of Free Elections

Svetlana V. Mostinskaya, a leader of the “Democratic Russia” reform movement, traveled to the United States to study the election process. She and her colleagues visited the Federal Election Commission and the national headquarters of the two major parties in Washington and then flew to Oklahoma City to watch voters go to the polls on Election Day.

Mostinskaya said that she was impressed by the “high level of organization of elections in the U.S.,” including the use of volunteer workers and the software used to count votes.

She was also struck by the efforts that schools made to educate children about the election process. “In Logan County, Oklahoma, students even had a mock election,” she said. She returned with the conviction that Russia is suffering from a “lack of political will.” She said, “Our people must understand that nothing is given and that we must work hard to build up our democratic institutions.”



Thirteen years ago a despondent young bride tried to end her life by opening the window of her fifth-floor Moscow apartment, crawling onto the windowsill and calmly sliding off. She survived the fall and, with the support of her husband, regained her will to live. But it was seven years of living in hospitals and using wheelchairs before, by sheer force of will, she regained the ability to walk with a cane in each hand.

The woman was Eketerina Kim, founder and director of the first Russian organization that enhances the lives of handicapped persons, the Moscow Disabled Persons' Club. "My story is a sad one, but it has given me understanding and helped me choose a target for my life," she said. "For seven years as a disabled person I was not permitted to work. No one in the Federal government thought I was a person." In 1991 Kim, who is now 41, began meeting with other disabled adults in order to establish an informal "safety zone" in which they could feel comfortable and discuss mutual problems.

## Triumphing Over Disability

These discussions led to setting up of an independent living center known as Contacts I and a "Children of Russia" program that provided rehabilitation, entertainment and other services to more than 3,000 disabled children. "I want to keep handicapped children from committing suicide," she said. Kim attended an NGO management program where she acquired accounting, fund raising, and personnel skills as well as some new perspectives. "I thought that all you needed to run a charitable organization was a big heart," she said. "Now I realize that it's not you who are helping people. You're organizing programs and services that help people." Since returning, Kim has changed bookkeepers and begun cultivating businessmen and others likely to provide support. She organized a theater benefit in which famous singers and actors shared the stage with talented disabled children. Kim said that spending time in the United States both as a handicapped person and as the director of a voluntary organization helped shape her understanding of her chosen life's work. "Disability is not a medical problem," she said. "Disability is unequal power."

## Help for the Disabled to Gain Independence

Berik Berdenov's first hint that disabled persons in the United States are treated differently from in his native Kazakhstan came when his jet touched down at JFK Airport in New York City. "There were wheelchairs available for passengers, wide doors on restrooms and even low buttons on elevators," he recalled.

Berdenov, a physician, runs programs for veterans and disabled persons for the Kazakhstan Ministry of Social Security. He attended a NET Labor Market and Laws in a Market Economy program. As he traveled across the United States, he especially noticed the large number of disabled persons he saw on the streets and in other public places and how at home they seemed to be. "It felt like the United States was a country of the disabled," he said.

He was also surprised to find that disabled Americans are not wards of the state but hold regular jobs and support themselves. He returned from the United States with a commitment to work for changes that would allow disabled persons to become more independent and self-sufficient, including new laws that would ban discrimination in hiring and offer tax or other incentives to businesses willing to hire handicapped workers.



## Building Accountability into the Marketplace

The newly-established Ukrainian Consumer Organization has set out to introduce citizens to a bold new concept: the rights of consumers. It tests commercial products in state laboratories and is helping to draft a presidential decree. Oleg Samtchichine, the organization's head, took part in a NET program at the University of Connecticut where he learned management skills and studied American consumer organizations. Upon his return he published a questionnaire, translated from an American consumer magazine, in his newspaper. More than 30,000 Ukrainian consumers poured out their frustrations on topics ranging from misleading advertising to defective products. The organization has followed up on several responses, including complaints against a bicycle manufacturer who was selling "seconds" that were only supposed to be sold for parts.

Samtchichine said that his American training helped him realize that consumers and producers have reasons to work together. "Ukrainian manufacturers are blindfolded," he said. "They don't know what it is that consumers really want because no one has asked. We will conduct more polls and tell them the results."

The former Soviet Union maintained excellence in fields such as sports and ballet, where competence and individual initiative were rewarded, but many of its centrally controlled systems lapsed into mediocrity. The political and economic changes now sweeping the NIS represent an attempt to empower ordinary people to make decisions that dramatically affect their lives and society's well-being.

Participants in the NET project saw ordinary Americans empowered on a daily basis. A Russian emergency room physician was startled to see American fire fighters and police officers administering medical aid that only a physician could provide in the NIS. A Ukrainian disaster control specialist marveled at the way American emergency crews deal with floods, earthquakes, and oil spills without waiting for approval from higher authorities. Pilots who for years were taught to fly according to bureaucratic rule books were delighted to be retrained as responsible decision makers.

The trainees returned with the understanding that successful systems of all kinds can be built around assumptions that workers care about what they do, that they want to be successful and that, given proper training and support, they will make appropriate decisions.

## Disaster Preparation that Starts at the Local Level

Petrichenko Olexandrovych is the research director of Kiev's Center for Radiation Medicine, which was established following the Chernobyl nuclear disaster to study the effects of radiation and to care for victims. He has a personal stake in his work. At the time of the disaster, on April 26, 1986, Olexandrovych's son Dmitri was only two months old. The boy has since suffered from chronic bronchitis, which his father attributes to the effects of radiation.

Using computer models, Olexandrovych has discovered that patterns of radiation-related illnesses, including cardiovascular and nerve disorders, do not always coincide with areas that received the most radiation. "The diseases seem to be a function of stress rather than levels of radiation," he said. He has also assembled a data base, to be used in the event of any future disasters, that describes the population, medical facilities and medical personnel in each region of the Ukraine.

A physician and nuclear expert, he took part in the Disaster Planning and Management course run by California's Simeon Institute. He met with earthquake experts and officials of the Diablo Canyon Nuclear Power Plant in San Luis Obispo, California, and with flood control experts in Missouri.



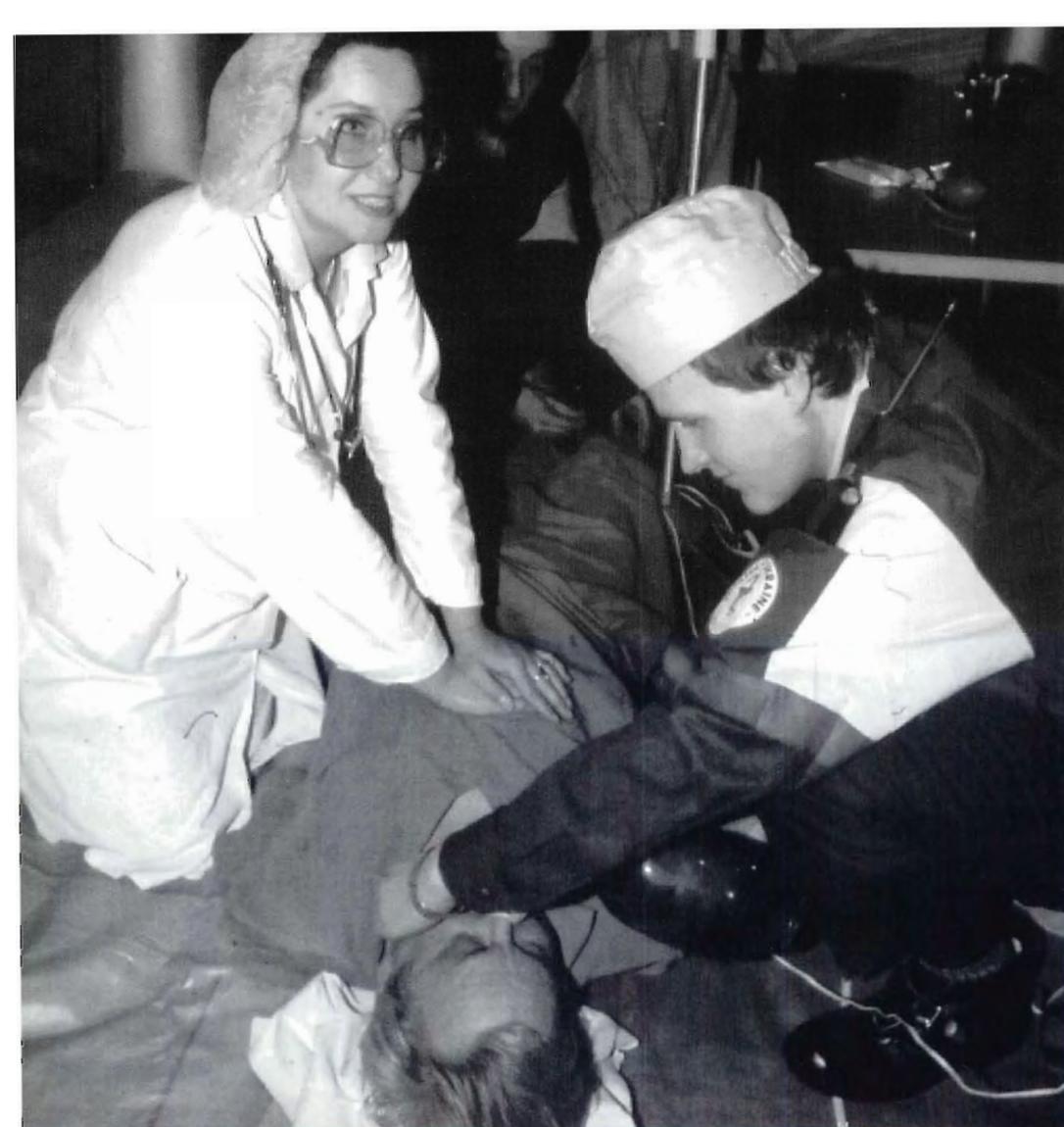
*Petrichenko Olexandrovych points to a map showing radiation levels following the April 26, 1986, nuclear disaster in Chernobyl.*

Olexandrovych said that he was amazed by the high level of competence and independence of the fire, police, paramedics, and other emergency crews charged with handling disasters. "They know what to do without anyone telling them," he said. He sees the difference as philosophical as well as practical. "If there is a disaster in the Ukraine a government committee is formed at the highest level to direct all activities," he said. "In the United States people on the ground start working immediately."

The physician was also impressed by the steps taken to educate ordinary citizens about procedures to follow in the event of natural disasters. He took home copies of an "Emergency Planner" wall calendar that lists evacuation routes, shel-

ters, and other vital information put out by the Diablo Canyon facility. Since returning, Olexandrovych has begun work on a similar calendar for residents of the Kiev region. "Lack of public knowledge was a big problem after our accident," he commented. "This is a functional way to educate ordinary citizens."

Olexandrovych also plans to write manuals for emergency workers describing procedures for various kinds of accidents and to push for funds for a generic manual on how to handle disasters of all kinds. His American experience has also convinced him of the need for Ukraine to set up a new ministry to streamline the work of the 14 agencies now involved in disaster relief.



## **New Focus for Medicine: Prevention of Disease**

Kazakhstan Ministry of Health chief pediatrician Sofia Ayupova participated in a Maternal and Child Health care program run by the University of Hartford in Connecticut. She was struck by the low incidence of dysentery, hepatitis, and other illnesses there and attributed it to the fact that “the American health care system stresses prevention as well as treating disease.”

Since returning, Ayupova has begun offering seminars to nurses, especially those in rural areas, on such preventive health measures as ensuring clean drinking water and discouraging smoking. “We started working on preventing pneumonia and respiratory diseases,” she said. “Now we’ve added intestinal illnesses to our focus.”

## **Innovative Teaching that Involves Students**

Numerous participants in the NET project volunteered in interviews that they admired and welcomed the learner-centered teaching methods used by American training providers.

Zuhra Aximova, who trains future bankers in Kazakhstan and took part in a Human Rights and Democratic Development program run by the National Democratic Institute, said that

## **Applying New Principles to Medical Systems**

Natalya Isayenko dreamed of becoming a doctor since she was a child living by the Black Sea. She now runs the 24-bed emergency and intensive care department of the Hospital of Emergency Aid in Kiev.

Isayenko was impressed by the primary medical skills of American emergency workers. “Fire fighters in the United States can do what doctors do in Ukraine,” she said. She observed techniques for rendering medical assistance at the Center for Emergency Aid in Sacramento and, since returning, has begun reorganizing the flow of patients at her facility using techniques that she observed in the United States.

One of her responsibilities is training the new Specialized Surgery Relief Brigade. These crews, consisting of a doctor and a team of paramedics, operate out of inflatable orange tents that can be set up anywhere. “Their professionalism is a good example of how I put my American experience into practice,” she said.

she has abandoned the traditional lecture approach of “talking for two hours while the students listen.”

When teaching about consumer credit, she asks students to play the roles of customers, bankers, and lawyers and then discuss whether a loan should be given. “It makes them think,” she said.

## An Airline That Treats Pilots as Professionals

The same shift from top-down to bottom-up thinking is occurring in the aviation industry. Proudnikov Nickolay and Gornovski Vladimir, former Aeroflot pilots who now fly for Ukrainian International Airways (UIA), learned a whole new philosophy of flying during a training program run by Jet Tech, of Phoenix, Arizona.

Under the Aeroflot approach, pilots were given a thick manual telling them what to do in every hypothetical emergency. For example, if an engine failed on their Antonov aircraft, they would be expected to head for the nearest airport.

By contrast, the American philosophy encourages pilots to consider various options and to make professional judgments. The next closest airport might offer better weather conditions or a longer runway. “Under Aeroflot we were robots,” said Nickolay. “Now we are captains.”

UIA is a joint venture with the United States and Ireland. The company has two Boeing 737-200s that shuttle between Kiev and 13 European cities.

In addition to treating its pilots as responsible professionals, the airline follows other decentralized managerial policies. Paperwork is kept to a minimum and staff meetings are convened to solicit new ideas on topics such as how to improve safety. Pilots decide which navigation, operations and other manu-

als will be kept in the cockpit.

One problem that UIA faces is that ground systems are still geared to the communist era. At the end of each flight, immigration and customs officials enter the plane and inspect the identification papers of all crew members and ask for customs declarations as if they had never seen them before. “It can take us an hour just to get off the plane,” said one crew member.



American David Vaughan wears what he says is the only Pan American Airlines pilot's hat still in active use. The 69-year old captain has been flying for more than a half century and says that he still gets “the same excitement from flying as I did when I was 16.” In addition to 27 years with Pan Am, he has worked as an inspector for the Federal Aviation Administration and trained pilots in developing countries from

## Returning \$10 of Value for Every \$1 Invested

Indonesia to Vietnam. Vaughan worked with the pilots of Ukrainian International Airlines in Arizona and he recently journeyed to Kiev for follow-up training.

He calls the assignment “one of the few times in my life when I feel I'm really needed.” Bringing an airline up to international standards, he said, will build pride in the new nation and establish closer ties with the outside world. Moreover, the pilots are eager to learn new ways of doing things. “It's like taking the training wheels off a kid's bicycle,” he said. “This is one of those programs where you get \$10 of value for every \$1 you invest.”

**E**vgeny Kornienko is a retired major general who spent most of his 38 years in the Red Army engineering deadly missiles aimed at the United States and its allies. As a participant in a NET defense conversion program, he traveled to Washington and other areas that he once thought of as targets and found that most of his views of American society and capitalism were off the mark.

Other NET trainees gained a sense of what capitalism means at the grass roots level. “I learned that Americans work hard,” said Tamara Suplina, who teaches business skills to Ukrainian women. “I also noticed that if a shop owner sees too many customers at the counter, she goes and helps the sales people. Under socialism a boss would never do something like that.”

NET participants like Marina Berkovskaia and Eketerina Kim return home with management skills needed to build voluntary social service organizations. Alexander Abazian uses newly acquired marketing skills to sell blue jeans in Nizhny Novgorod. Aidarbek Akhmedov applies professional knowledge gained in the U.S. to develop a revised tax code in Uzbekistan. As a result of his NET training, Kairat Ospanbekov lobbies for rules of due process in Kazakhstan.

A major constraint on economic and political reform in the NIS is the frustration and cynicism flowing from initial reform efforts.

Privatization has resulted in a rise in unemployment, and millions of persons, especially pensioners, are hard-pressed to put food on the table and a roof over their heads. Life expectancy, health rates and other indicators of social well-being have plummeted. Ordinary citizens look at the “new rich,” most of whom are assumed to be racketeers, with scorn, and the policies of Boris Yeltsin have caused many Russians to boycott elections. “We had a free election, and look what we got,” said one woman in Moscow.

The countries of the former Soviet Union have been masters of their own destinies for only three years, and the pace of change is a matter of some controversy. Some observers argue that reform is too slow and that all too often it is wrong-headed. Others point to the experience of countries in Eastern Europe as evidence that fundamental change takes years, and in some cases generations.

Although the problems facing the NIS are substantial, there are reasons to believe that they can be overcome. In contrast to the situation in many developing countries, the NIS possess a nucleus of competent workers and leaders, especially in scientific and technical



*Net participants in Indianapolis test American products.*

areas. The NET project builds on this strength.

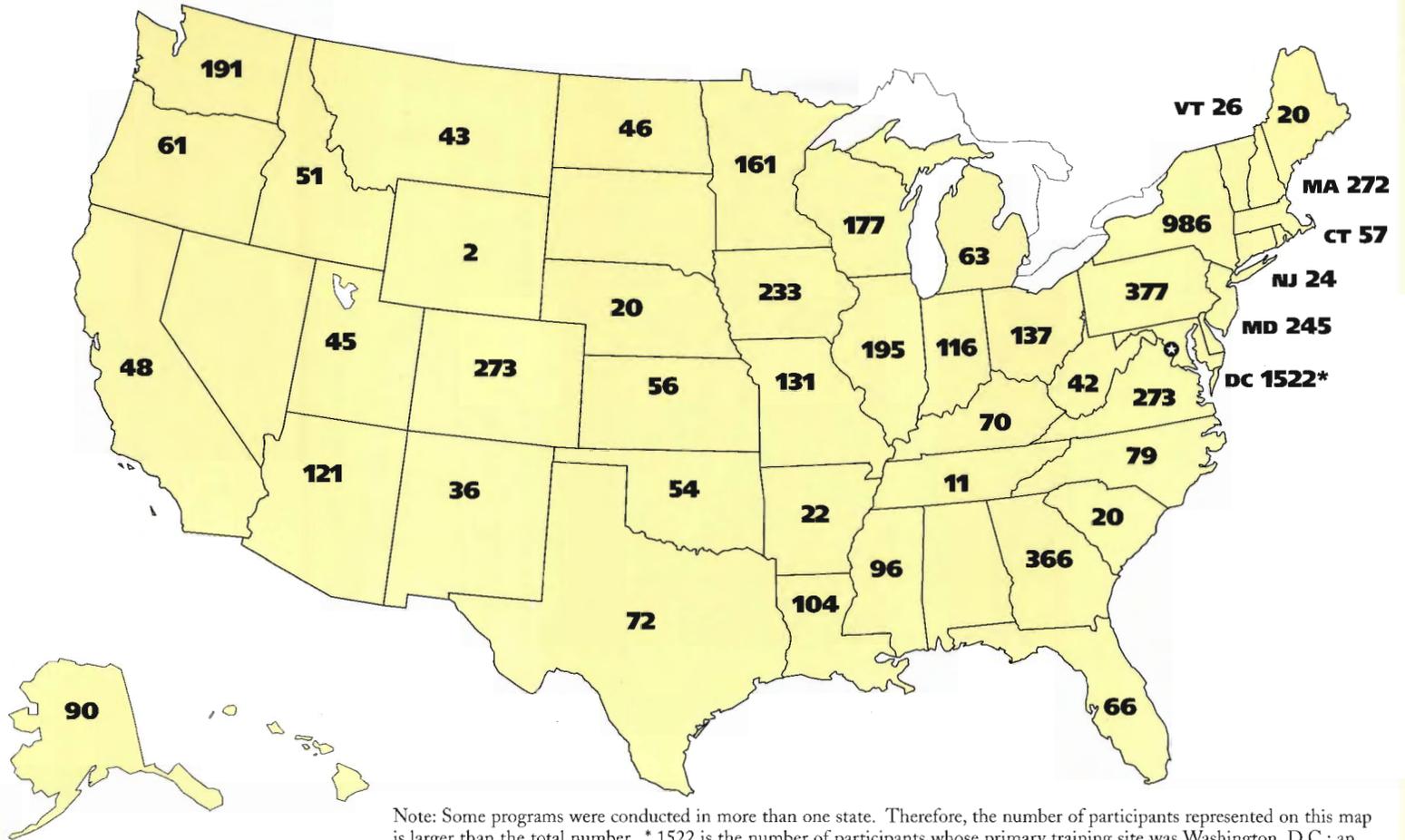
Another basis for optimism is the participants' recognition that they must find their own paths to democracy and free markets. Galina Islamova, an economic planner in Almaty, observed that, after 75 years of socialism, Kazakhstan's citizens are “not as accustomed to facing competition in all aspects of life” or prepared to handle unemployment rates of 10 to 15 percent. “We need to figure out how to have a market economy with a human face,” she said. “Perhaps the system we eventually build will be a mixture of Western and Asian values, a mixture of the individual and the community.”

In the final analysis, the NET project's most important legacy may be one

of vision and hope. The struggle to build democratic governments and free-market economies on the ashes of communism will be long and hard. Many will ask whether such objectives are attainable. NET participants repeatedly stated how impressed they were that “things work” in the United States. They saw with their own eyes that it is possible to organize an industrial society that respects human rights, allows businesses to flourish and encourages ordinary citizens to take the initiative in solving social problems. Participants return with the knowledge that it is possible to create societies—including their own—in which “things work.”

## NET TRAINING PROVIDERS AND PARTICIPANTS

### NUMBER OF NET PARTICIPANTS TRAINED IN EACH STATE



Note: Some programs were conducted in more than one state. Therefore, the number of participants represented on this map is larger than the total number. \* 1522 is the number of participants whose primary training site was Washington, D.C.; an additional 913 participants visited Washington, D.C. as part of their training. Completed programs as of 2/28/95.

### NET TRAINING PROVIDERS

- |   |                                     |
|---|-------------------------------------|
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| Agricultural Cooperative Development International                    | Christian Science Monitor           |
| American Breeders Association   | Churches Uniting in Global Missions |
| American Cultural Exchange  | Clark University                    |
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**Principal Offices:**

Academy for Educational Development  
1875 Connecticut Avenue, NW  
Washington, D.C. 20009-1202  
Tel: (202) 884-8000  
Fax: (202) 884-8400  
Internet: [ADMINDC@AED.ORG](mailto:ADMINDC@AED.ORG)

Academy for Educational Development  
1255 23rd Street, NW  
Washington, D.C. 20037  
Tel: (202) 884-8700  
Fax: (202) 884-8701  
Internet: [ADMINDC@AED.ORG](mailto:ADMINDC@AED.ORG)

Academy for Educational Development  
100 Fifth Avenue  
New York, NY 10011  
Tel: (212) 243-1110  
Fax: (212) 627-0407  
Internet: [ADMINNY@AED.ORG](mailto:ADMINNY@AED.ORG)



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