

PD-ABM-286



United States Telecommunications Training Institute

November 13, 1995

Mr. John Batelle
Project Officer, Office of Development Resources
Bureau for Europe and New Independent States
U.S. Agency for International Development
320 21st Street, N.W.
Washington, D.C. 20523

Dear John:

In accordance with AID Cooperative Agreement EUR-0045-A-00-4001-00 between the United States Agency for International Development (AID) and the United States Telecommunications Training Institute (USTTI), attached are three copies of the final report, which supplement 1995 quarterly reports submitted January 24, July 6, and October 31. The final report contains:

- 1) an executive summary of accomplishments;
- 2) a description of activities during the term of the agreement;
- 3) the significance of these activities;
- 4) comments and recommendations; and
- 5) the prescribed fiscal report.

The USTTI wishes to express its appreciation of the continued support and assistance received from you and USAID. Please give me a call if you have any questions.

Sincerely,

A handwritten signature in cursive script, reading "Antoinette D. Sacks".

Antoinette D. Sacks
Special Projects Officer

cc: AID
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PD-ABM-286

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FINAL REPORT

to

United States Agency for International Development
from the
United States Telecommunications Training Institute

covering Cooperative Agreement EUR-0045-A-00-0001-00

November 13, 1995

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Executive Summary of Accomplishments

Under the provisions of the Cooperative Agreement, the funds made available to the USTTI provided transportation and subsistence for thirty-six (36) persons from Central and Eastern Europe to participate in tuition-free developmental training courses in the United States. The trainees came from eight countries -- Albania, Bulgaria, Hungary, Latvia, Macedonia, Poland, Romania and Slovakia. The courses in which these trainees participated covered a broad range of subjects in the fields of radio broadcast management, television broadcast management, and telephony, all of which are critical to the needs of these developing countries.

The length of time involved in training varied, dependent upon the needs of individual trainees, and the country programs in which they were to participate upon their return. Twenty trainees participated in the first quarter; eight in the third quarter; and eight in the fourth. Overall, the thirty-six trainees participated in forty-five (45) of the separate courses offered by the USTTI, out of a curriculum of 106 course offerings during this period. In total, this group of trainees registered in and completed ninety-one (91) courses of study.

This cooperative agreement provides an excellent example of government/industry partnership in developmental activities, while at the same time indicating the dedication of the private sector in such endeavors. Private sector sponsors during the training covered by this agreement totalled thirty-three (33) companies; governmental sponsors included four government agencies and one public corporation -- all of which provided training at their own expense. Without these contributions, coupled with the travel and subsistence support of USAID, this kind of developmental training would not have been possible for the 36 trainees who participated.

Activities During the Term of the Agreement

In order to assure the best qualified persons to be selected as trainees, qualifications and background of each applicant were reviewed, both by the training components of the private sector course sponsors and the staff of the USTTI. Upon selection, courses were scheduled, successful candidates were notified, and scheduling of the courses was completed. Upon arrival in the United States, orientation sessions were conducted, in order to provide the trainees with information and understanding of the training schedule. Actual training took place both in Washington and in more than a dozen states throughout the U.S. Almost every trainee had an opportunity to have at least one training course in an industrial or research facility outside of Washington, thus getting a better perspective on the U.S. Interspersed with the training, the USTTI and course sponsors scheduled activities (primarily on evenings and week-ends) of a cultural nature, which was intended to further an understanding of the U.S. and its interests in providing the training which was accomplished.

A variety of training methodologies were used in the actual training classes, including seminars, group discussion, case studies, and actual hands-on training in those courses which lent themselves to these methodologies. Care was taken to match the course material to be delivered with the known needs of each trainee. With the vast resource base from among the Course Sponsors in the private sector upon which the USTTI can draw, it is possible to schedule what amounts to actual "tailor-made" courses to meet the needs of each trainee. Because the course materials are specifically defined, with emphasis placed as strongly on application as well as course content; and because of the inter-relationship of one course to another, most of the trainees were able to take advantage of the sequencing of courses, the combinations of which met their needs far more effectively than would a generalized exposure of the subject matter.

An added dimension of activities provided by Course Sponsors includes the dinner meetings, receptions, and on-location studies in different parts of the United States, thus providing an element of acculturation and a better understanding of the U.S. itself. Within the U.S. government, an added dimension is the opportunity to meet with key government officials, especially in regulatory agencies and in government operations (such as the Voice of America), and with members and staff of the Congress when circumstances warrant.

Significance of These Activities

In keeping with its objective of "*Global Growth Through Communications Sharing*", the USTTI has been successful in this and other course offerings to vigorously address the communications training needs of nations throughout the developing world and economies in transition. Through its training courses, the USTTI has provided a foundation of understanding to communications officials of Central and Eastern Europe, as these republics seek to establish

commercially viable and spectrum efficient communications infrastructures. The working partnership between government and industry, as evidenced by this project, makes it possible for the USTTI to share U.S. communications technology and know-how from the sustained efforts of hundreds of women and men in corporations and government agencies around the United States who compose the resource base of USTTI volunteers who welcome USTTI participants into their workplaces, their communities and their homes.

Comments and Recommendations

The USTTI regards training courses with combined government/industry sponsorship as a highly workable process to achieve an understanding outside the Western World in moving from a controlled to a free market economy. Fundamental to this transition is the existence and maintenance of well-managed systems of communications. With the rapidly evolving changes in technology, it is imperative that some organization remain at the cutting edge of advances in the technology and management of telecommunications endeavors, in order to provide the training so essential to continued advancement.

In our analysis of management effectiveness of training, we have identified one significant circumstance which, if modified, could provide a major improvement. This issue relates to the timing and limitation of budgetary resources. Not all organizations are organizationally or financially geared to the exact timing of the Federal budget -- October 1 through the following September 30. The more frequent use of a multi-year authorization for funds would allow greater flexibility in planning and scheduling training. This is especially true when dealing with governments in transition, where there are frequent delays in the approval chain, in terms of who should be selected for training, and in what time frame can such training be coordinated with the scheduled work of the trainees' organizations. Use of a two-year funding authorization could achieve three possible improvements:

- 1) Improve and simplify the selection process, taking into consideration the needs of the organization from which the trainees are drawn;
- 2) Simplify the scheduling of activities by the training organization, especially when contributed resources are provided by the private sector; and
- 3) Concurrently simplify the financial reporting of the funding agency, as this would provide more time for closure of the grant or project than is true when limited time strictures apply to the use of funds from a grant agreement or contract.

In closing, the United States Telecommunications Training Institute would like to commend the U.S. Agency for International Development in its visionary role, in assisting developing countries and nations in economic transition move toward becoming working partners in an ever-changing world.

USTTI 1995 AID COOPERATIVE AGREEMENT FOR EASTERN EUROPE (Administered through AID/Europe Bureau)

Cooperative Agreement #EUR-0045-A-00-4001-00

Effective Dates: November 10, 1993 to August 31, 1995

Name	Course Number
Mieczyszaw Oleszek National Radio Communications Agency ul. Zana 38c 20-601 Lubin Poland	94-204: "Radio Broadcast Studio Design, Operation and Management," sponsored by VOA 94-208: "Broadcast Transmitter Operations and Maintenance," sponsored by Harris Corp.
Indra Jegere Chief Specialist Telecommunication Tariff Council Meistrau 10, LV-1050 Riga Latvia	94-207: "Telecommunications Sector Development, Restructuring, and Privatization Concepts," sponsored by Booz Allen, and Hamilton, Inc. 94-212: "Telecommunications Planning & Economic Decision Making" sponsored by AT&T 94-217: "Managing Effectively in the Competitive Telecommunications Environment," sponsored by MCI
Peter Druga Diplomatic Engineer Ministry of Transportation Communications and Public Works Mileticova 19, 820 06 Bratislava Slovakia	94-207: "Telecommunications Sector Development, Restructuring, and Privatization Concepts," sponsored by Booz Allen, and Hamilton, Inc. 94-212: "Telecommunications Planning & Economic Decision Making" sponsored by AT&T 94-217: "Managing Effectively in the Competitive Telecommunications Environment," sponsored by MCI

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94-209: "Digital Transmission and Optical Fiber Principles," sponsored by Cable & Wireless, Inc.
94-220: "Transmission and Cable Management Techniques on Copper, Coax, and Fiber in the CO and Outside Plant," sponsored by ADC Telecommunications, Inc.
94-225: "Outside Plant: Architecture, Installation, and Maintenance," sponsored by Raychem Corp.

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94-209: "Digital Transmission and Optical Fiber Principles," sponsored by Cable & Wireless, Inc.
94-220: "Transmission and Cable Management Techniques on Copper, Coax, and Fiber in the CO and Outside Plant," sponsored by ADC Telecommunications, Inc.
94-225: "Outside Plant: Architecture, Installation, and Maintenance," sponsored by Raychem Corp.

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94-212: "Telecommunications Planning & Economic Decision Making" sponsored by AT&T
94-217: "Managing Effectively in the Competitive Telecommunications Environment," sponsored by MCI
94-226: "Project Management," sponsored by US WEST, Inc.

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94-211: "Specifying and Evaluating the Data Communications Network," sponsored by Racal-Datcom, Inc.
94-221: "Packet Switched Network Design," sponsored by Alcatel Data Network

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94-211: "Specifying and Evaluating the Data Communications Network,"
sponsored by Racal-Datacom, Inc.
94-221: "Packet Switched Network Design," sponsored by Alcatel Data Network

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94-211: "Specifying and Evaluating the Data Communications Network,"
sponsored by Racal-Datacom, Inc.
94-221: "Packet Switched Network Design," sponsored by Alcatel Data Network
94-301: "International Network Solutions," sponsored by Sprint International

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RBS-TV
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94-227: "Education With Television: Educational TV Conference and TV Station Training,"
sponsored by CPB; Pacific Mountain Network

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94-217: "Managing Effectively in the Competitive Telecommunications Environment," sponsored by MCI
94-226: "Project Management," sponsored by US WEST, Inc.

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94-308: "Satellite Communications Technology and Management," sponsored by COMSAT Corporation
94-312: "Low-Cost Ground station Operation and Maintenance for Low Earth Orbiting (LEO) Digital Communication Satellites," sponsored by Volunteers in Technical Assistance
94-321: "Satellite Communications for Telecommunications Managers," sponsored by Satellite Transmission Systems, Inc.
94-323: "Survey of Space Communications Systems," sponsored by Hughes Space and Communications Company

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94-308: "Satellite Communications Technology and Management," sponsored by COSMAT Corporation
94-312: "Low-Cost Ground station Operation and Maintenance for Low Earth Orbiting (LEO) Digital Communication Satellites" sponsored by Volunteers in Technical Assistance
94-316: "High Performance Satellite Networks for Interactive and Broadcast Applications," sponsored by ComStream Corporation/Spar Communications Group

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94-304: "Digital Satellite Communications: VSAT, IBS/IDR, and Mobile Satellite Communications System," sponsored by Scientific-Atlanta, Inc.
94-314: "Planning and Implementing Satellite Earth Stations for International Digital and Private Line Services," sponsored by GTE Spacenet Corporation
94-316: "High Performance Satellite Networks for Interactive and Broadcast Applications," sponsored by ComStream Corporation/Spar Communications Group

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94-304: "Digital Satellite Communications: VSAT, IBS/IDR, and Mobile Satellite Communications System," sponsored by Scientific-Atlanta, Inc.

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94-313: "Planning and Implementation of International Digital Satellite Services," sponsored by INTELSAT
94-321: "Satellite Communications for Telecommunications Managers," sponsored by
Satellite Transmission Systems, Inc.
94-323: "Survey of Space Communications Systems," sponsored by Hughes Space and
Communications Company

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94-313: "Planning and Implementation of International Digital Satellite Services," sponsored by INTELSAT
94-321: "Satellite Communications for Telecommunications Managers," sponsored by
Satellite Transmission Systems, Inc.
94-324: "System Analysis and Design of Satellite Earth Stations," sponsored by Radiation Systems, Inc.
Communications Company

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94-312: "Low-Cost Ground station Operation and Maintenance for Low Earth Orbiting (LEO) Digital
Communication Satellites" sponsored by Volunteers In Technical Assistance
94-316: "High Performance Satellite Networks for Interactive and Broadcast Applications,"
sponsored by ComStream Corporation/Spar Communications Group
94-323: "Survey of Space Communications Systems," sponsored by Hughes Space and
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94-311: "Introduction to Modern Toll Operations and Enhanced Operator Services," sponsored by
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94-323: "Survey of Space Communications Systems," sponsored by Hughes Space and
Communications Company

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94-320: "Rural Radio Telecommunications System Planning," sponsored by Telemobile, Inc.

94-324: "System Analysis and Design of Satellite Earth Stations," sponsored by Radiation Systems, Inc.
Communications Company

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95-111: "Spectrum Management Principles, Engineering Analysis, and Computer-Aided Techniques,"
sponsored by NTIA, Motorola, and Comsearch

95-117: "Spectrum Management in the Civil Sector," sponsored by FCC, Comsearch, and Motorola

95-121: "Radio Spectrum Monitoring and Measuring," sponsored by FCC, Watkins-Johnson Company

95-124: "Amateur Radio Administration," sponsored by (ARRL) (IARU)

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95-111: "Spectrum Management Principles, Engineering Analysis, and Computer-Aided Techniques,"
sponsored by NTIA, Motorola, and Comsearch
95-117: "Spectrum Management in the Civil Sector," sponsored by FCC, Comsearch, and Motorola
95-121: "Radio Spectrum Monitoring and Measuring," sponsored by FCC, Watkins-Johnson Company
95-124: "Amateur Radio Administration," sponsored by (ARRL) (IARU)

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95-113: "Principles of Radio Broadcasting," sponsored by Voice of America
95-120: "FM Transmission, AM/FM Studio and Digital Systems for Radio Broadcast Stations,"
sponsored by Broadcast Electronics, Inc.

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95-127: "Digital Switching Concepts and Applications," sponsored by Northern Telecom, Inc.
95-130: "Low-Cost Digital and Packet Radio Techniques: Operation and Applications,"
sponsored by Volunteers in Technical Assistance
95-131: "Low-Cost PC-Based Electronic Mail and File Transfer," sponsored by Volunteers in
Technical Assistance
95-142: "Business Teleprocessing: International Message and Document Transfer Standards,"
sponsored by GE Information Services, Inc.
95-145: "Network of the Future - Seminar," sponsored by Bellcore

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95-127: "Digital Switching Concepts and Applications," sponsored by Northern Telecom, Inc.
95-130: "Low-Cost Digital and Packet Radio Techniques: Operation and Applications,"
sponsored by Volunteers in Technical Assistance
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Technical Assistance
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95-134: "Land Mobile Radio Communications: The Concepts and Design of Cellular, Personal, Paging
Trunking, and Other Related Communications Systems," sponsored by Motorola

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95-134: "Land Mobile Radio Communications: The Concepts and Design of Cellular, Personal, Paging
Trunking, and Other Related Communications Systems," sponsored by Motorola

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95-134: "Land Mobile Radio Communications: The Concepts and Design of Cellular, Personal, Paging Trunking, and Other Related Communications Systems," sponsored by Motorola

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95-208: "Managing Effectively in the Competitive Telecommunications Environment" sponsored by MCI Communications

95-213: "Telecommunications Planning and Economic Decision Making," sponsored by AT&T

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95-208: "Information Systems for Communications Management," sponsored by IBM

95-212: "Quality, Network Management, and Information Technology-Enhancing Your Telecommunications Business," sponsored by Hewlett-Packard Company

95-132: "Toward a Global Information Infrastructure (GII): Closing the Telecommunications Gap in the Developing World," sponsored by the University of San Francisco, Telecommunications Management Program

95-227: "Digital Switching Theory and Network Applications," sponsored by Northern Telecom, Inc.

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95-208: "Information Systems for Communications Management," sponsored by IBM
95-212: "Quality, Network Management, and Information Technology-Enhancing Your
Telecommunications Business," sponsored by Hewlett-Packard Company
95-132: "Toward a Global Information Infrastructure (GII): Closing the Telecommunications Gap in the
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95-206: "Managing Effectively in the Competitive Telecommunications Environment"
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95-213: "Telecommunications Planning and Economic Decision Making," sponsored by AT&T

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95-208: "Information Systems for Communications Management," sponsored by IBM
95-212: "Quality, Network Management, and Information Technology-Enhancing Your
Telecommunications Business," sponsored by Hewlett-Packard Company
95-132: "Toward a Global Information Infrastructure (GII): Closing the Telecommunications Gap in the
Developing World," sponsored by the University of San Francisco, Telecommunications
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95-210: "Digital Transmission and Optical Fiber Principles," sponsored by Cable & Wireless, Inc.
95-217: "Transmission Solutions for Voice, Data, and Video from the CO to the Subscriber,"
sponsored by ADC Communications
95-227: "Digital Switching Theory and Network Applications," sponsored by Northern Telecom, Inc.

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95-216: "Education with Television: In-School Television Conference and TV Station Training with Emphasis on Learning Services to Schools," sponsored by Corporation for Public Broadcasting; FirstView '95 (Pacific Mountain Network)

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95-217: "Transmission Solutions for Voice, Data, and Video from the CO to the Subscriber," sponsored by ADC Communications

95-225: "Outside Plant: Architecture, Installation, and Maintenance," sponsored by Raychem Corp.

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