

TRAINING FOR EUROPE AND THE NEW INDEPENDENT STATES

An Overview of Activities

October 1993 - May 1999



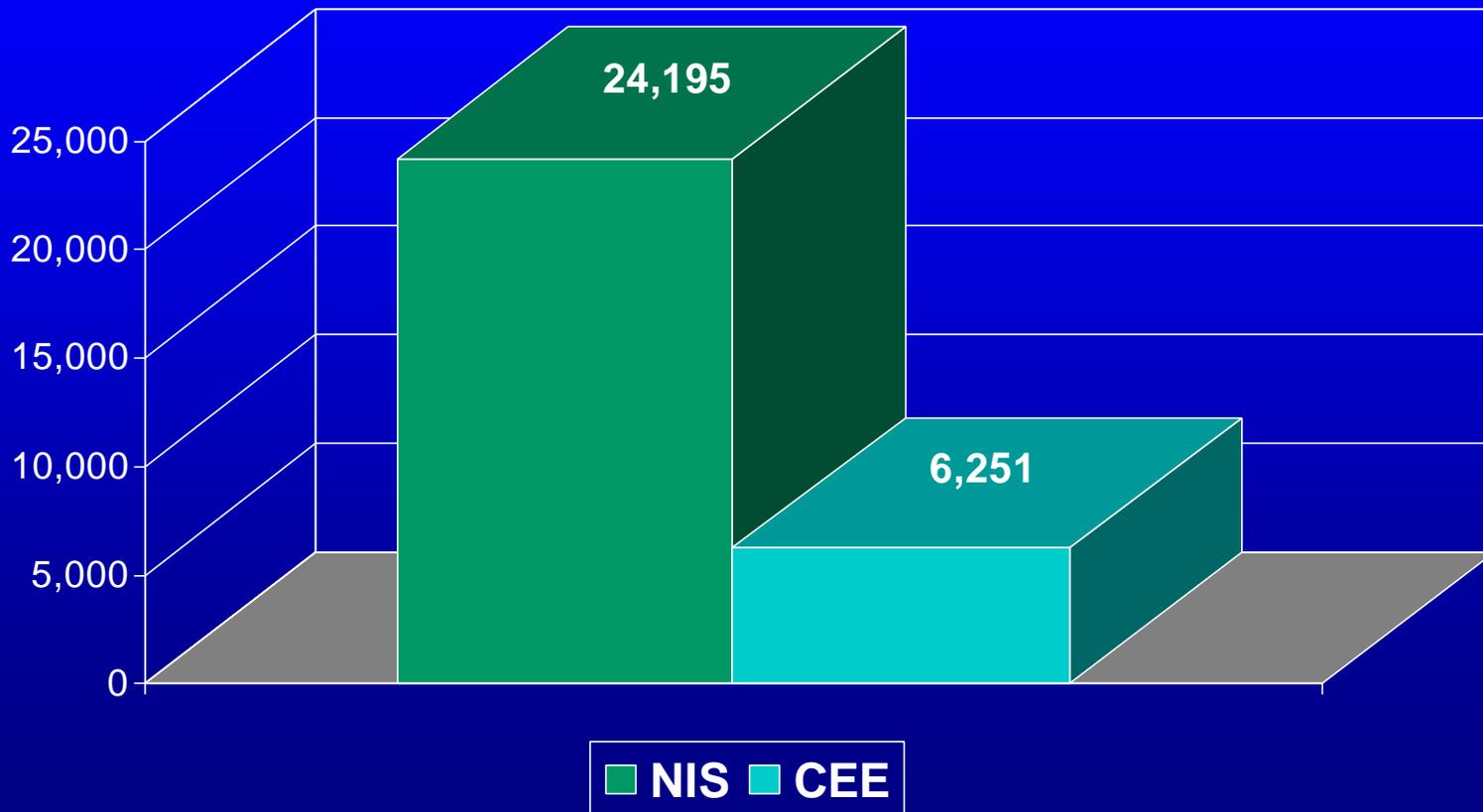
E&E/EEUD (E&E Training Office)
U.S. Agency for International Development
Washington, DC 20523
www.enitraining.net



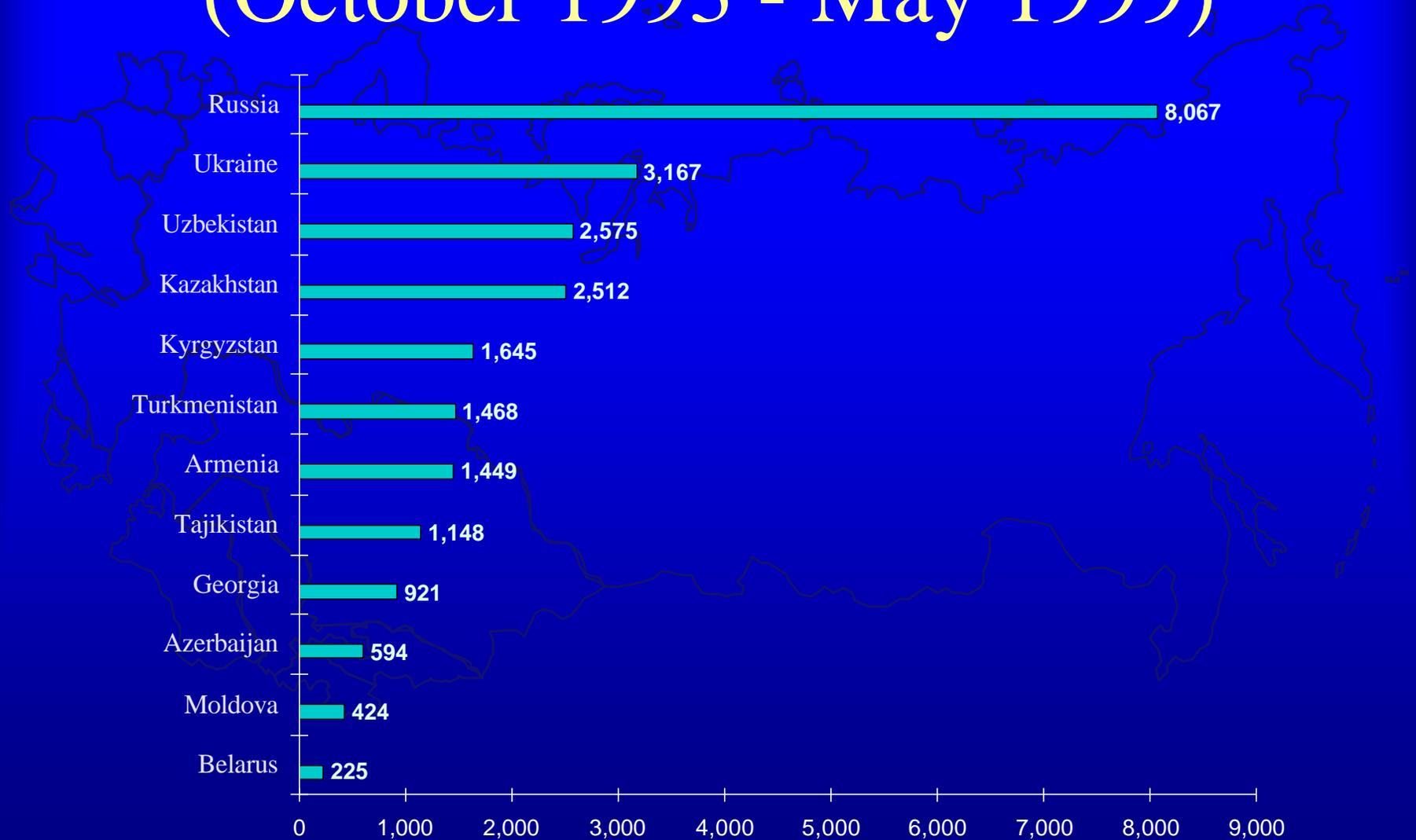
This report was prepared for E&E/EEUD, U.S. Agency for International Development by the International Science and Technology Institute, Inc. (ISTI) under Indefinite Quantity Contract AEP-0085-1-6017; Delivery Order 8.

E&E Training Levels

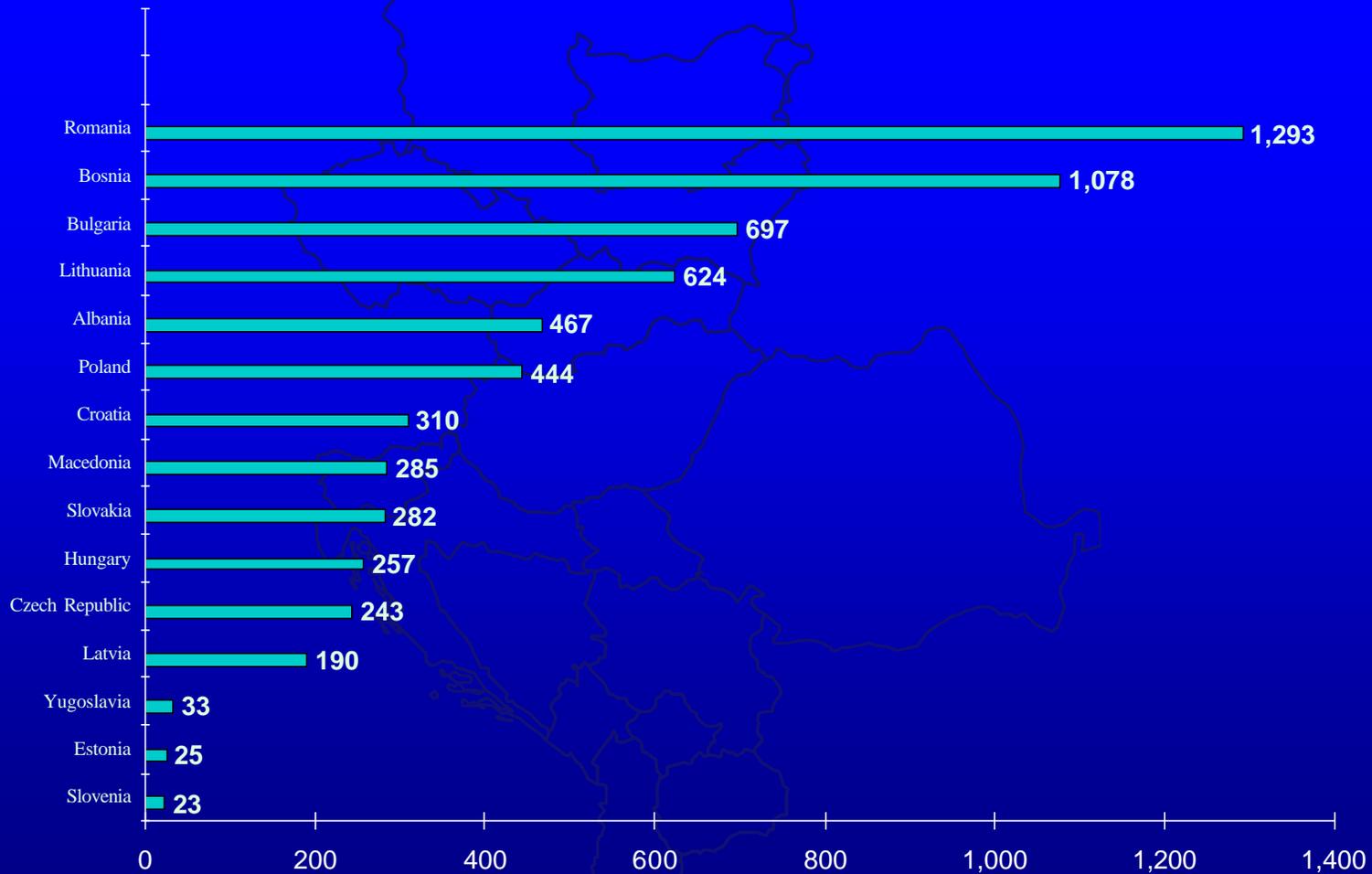
(Cumulative Number of Participants
October 1993 - May 1999)



Training Levels by Country - NIS (October 1993 - May 1999)



Training Levels by Country - CEE (October 1993 - May 1999)



Where Training Takes Place - NIS (October 1993 - May 1999)

- ✦ United States - 40%
(9,757)
- ✦ In-country - 56%
(13,571)
- ✦ Third Countries - 4%
(867)



Where Training Takes Place-CEE (October 1993 - May 1999)

- ✦ United States - 68%
(4,230)
- ✦ In-country - 25%
(1,558)
- ✦ Third Countries - 7%
(463)



Training By Gender - NIS (October 1993 - May 1999)

- ✦ 37% of trainees are female
- ✦ 63% of trainees are male
- ✦ 41% of trainees in current fiscal year are female



Training By Gender - CEE (October 1993 - May 1999)

- ✦ 37% of trainees are female
- ✦ 63% of trainees are male
- ✦ 41% of trainees in current fiscal year are female



Training Offered By Strategic Assistance Area - NIS (October 1993 - May 1999)

★ SAA 1 - Economic Restructuring

- ◆ Business Development
- ◆ Banking
- ◆ Energy
- ◆ Housing

★ SAA 2 - Democratic Transition

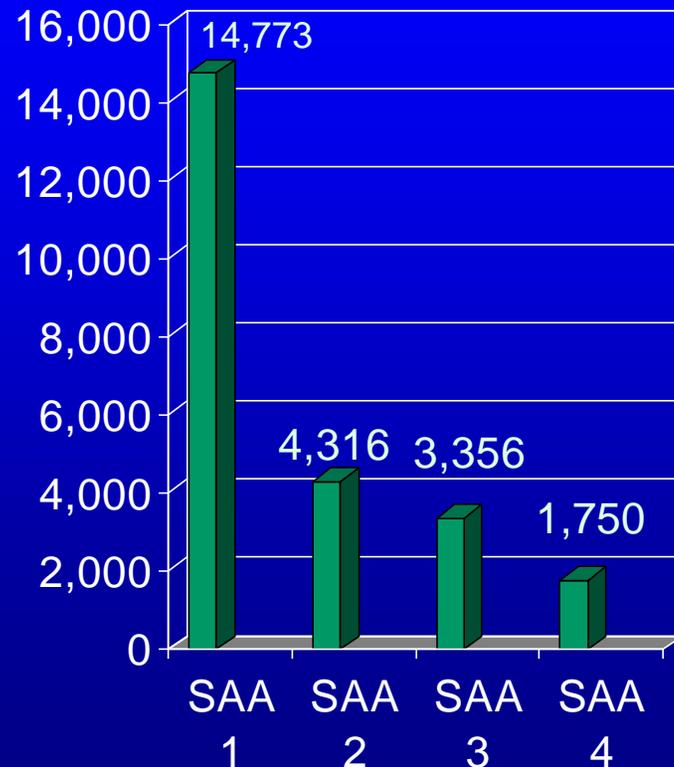
- ◆ Local Government
- ◆ Rule of Law
- ◆ NGO/PVO Development

★ SAA 3 - Social Sector Reform

- ◆ Environment
- ◆ Health
- ◆ Pension
- ◆ Social Welfare

★ SAA 4 - Special Initiatives and Cross Cutting Programs

- ◆ Exceptional Requests NEC



Training Offered By Strategic Assistance Area - CEE (October 1993 - May 1999)



✦ SAA 1 - Economic Restructuring

- ◆ Business Development
- ◆ Privatization
- ◆ Banking and Capital Markets
- ◆ Energy

✦ SAA 2 - Democratic Transition

- ◆ Local Government
- ◆ Rule of Law
- ◆ NGO/PVO Development

✦ SAA 3 - Social Sector Reform

- ◆ Environment
- ◆ Health
- ◆ Pension
- ◆ Social Welfare

✦ SAA 4 - Special Initiatives and Cross Cutting Programs

- ◆ Exceptional Requests NEC

NIS Trainees - Where Are They Now?

- ★ Oleksander Omelchenko (Ukraine) received training in local government finance and became the Mayor of the City of Kiev. He was previously Deputy Mayor of construction in Kiev.
- ★ Natalia Korzhova (Kazakhstan) received training on the management of pension systems and was promoted from Head of the Department for Social Protection in the Ministry of Finance to Minister of Labor.

(Continued on next page...)

NIS Trainees - Where Are They Now? (Cont'd)

- ★ Sharofiddin Zoirov (Tajikistan) received training in legislative system reform and was named to the position of legal advisor to the President.
- ★ Edouard Boure (Russia) received training in public administration and became the Chief Executive Officer of the Russian Privatization Center, having previously been the Deputy Director of the Center.

CEE Trainees - Where Are They Now?

- ◆ 6 - Appointed cabinet minister after training
- ◆ 9 - Set up school drug education programs
- ◆ 26 - NGOs directed by returned participants
- ◆ 14 - NGOs that successfully lobbied for new legislation
- ◆ 24 - Introduced new banking procedures to encourage private sector investment
- ◆ 17 - Established public information websites
- ◆ 7 - Represented country at international conferences
- ◆ 12 - Started weekly TV and radio programs
- ◆ 15 - Published newspaper articles on privatization
- ◆ 16 - Elected to parliament

Training Contributes To Results

NIS - Economic Restructuring

◆ Armenia

- Training contributed to the adoption of international accounting standards (IAS) and practices for on-site and off-site supervision of commercial banks. The adoption of IAS is a critical element in increasing public confidence in the banking system.

◆ Russia

- An NGO named Success was established by a returned USAID participant as a business center for women entrepreneurs offering a wide range of services to women starting their businesses and readjusting to new economic conditions.

◆ Central Asian Republics

- A number of regional agreements on shared use of water and energy resources were signed among the republics of Central Asia.

Training Contributes To Results

NIS - Democratic Transitions

◆ Ukraine

- Concept paper on Administrative Law Reform was completed by the Reform Working Group and was forwarded to the Cabinet of Ministers for their consideration.

◆ Kazakhstan

- NGO participated in the drafting of several laws to ensure corporate responsibility and accountability. These laws pertain to consumers' rights, NGO formation, and environmental protection.

◆ Armenia

- A new civics curriculum and textbook were developed and are being used in approximately 270 high schools as a tool to instill democratic values in youth.

Training Contributes To Results

NIS - Social Sector Reform

◆ Uzbekistan

- A Maternal and Child Health Care curriculum was developed and is being used throughout the country. Participant worked with the Minister of Health to revise traditional methods of child delivery and infant care.

◆ Georgia

- In an effort to promote resolutions of the Georgian-Abhazian conflict, USAID sponsored youth from both areas to a summer camp in the United States. The program was successful in beginning to address behavioral and attitudinal problems of youth victimized by war. It has also been credited with making a significant contribution to peace negotiations in the region by forcing the conflicting politico-ethnic groups to cooperate for the benefit of their children.

Training Contributes To Results - CEE - Economic Restructuring

◆ Lithuania

- USAID-sponsored training on budget processes in Lithuania contributed to the submission of the first non-deficit budget in that country since 1994.
- Participants received the necessary experience and materials to prepare a number of regulations and revisions to the Budget Law, leading to the Budget Law passage in 1998 and the implementation of a program-based budget.

◆ Albania

- USAID's training program strengthened and streamlined Central Bank reporting on bank examinations so as to facilitate the identification and monitoring of trouble spots within second-tier banks.
- USAID training improved the capacity of local finance specialists to present coherent local government budget requests to the central government and donors.

Training Contributes to Results

CEE - Democratic Transitions



◆ Slovakia

- As part of their USAID training program, party organizers from all six political parties created innovative campaign materials and developed new campaign management techniques that were used in the September 1998 parliamentary election campaigns.

◆ Romania

- County and municipal finance officials participated in a USAID training program which demonstrated lobbying techniques used to further the independence of local governments. Upon their return they successfully lobbied the Romanian Parliament for local financing reform.

Training Contributes to Results

CEE - Social Sector Reform



◆ Romania

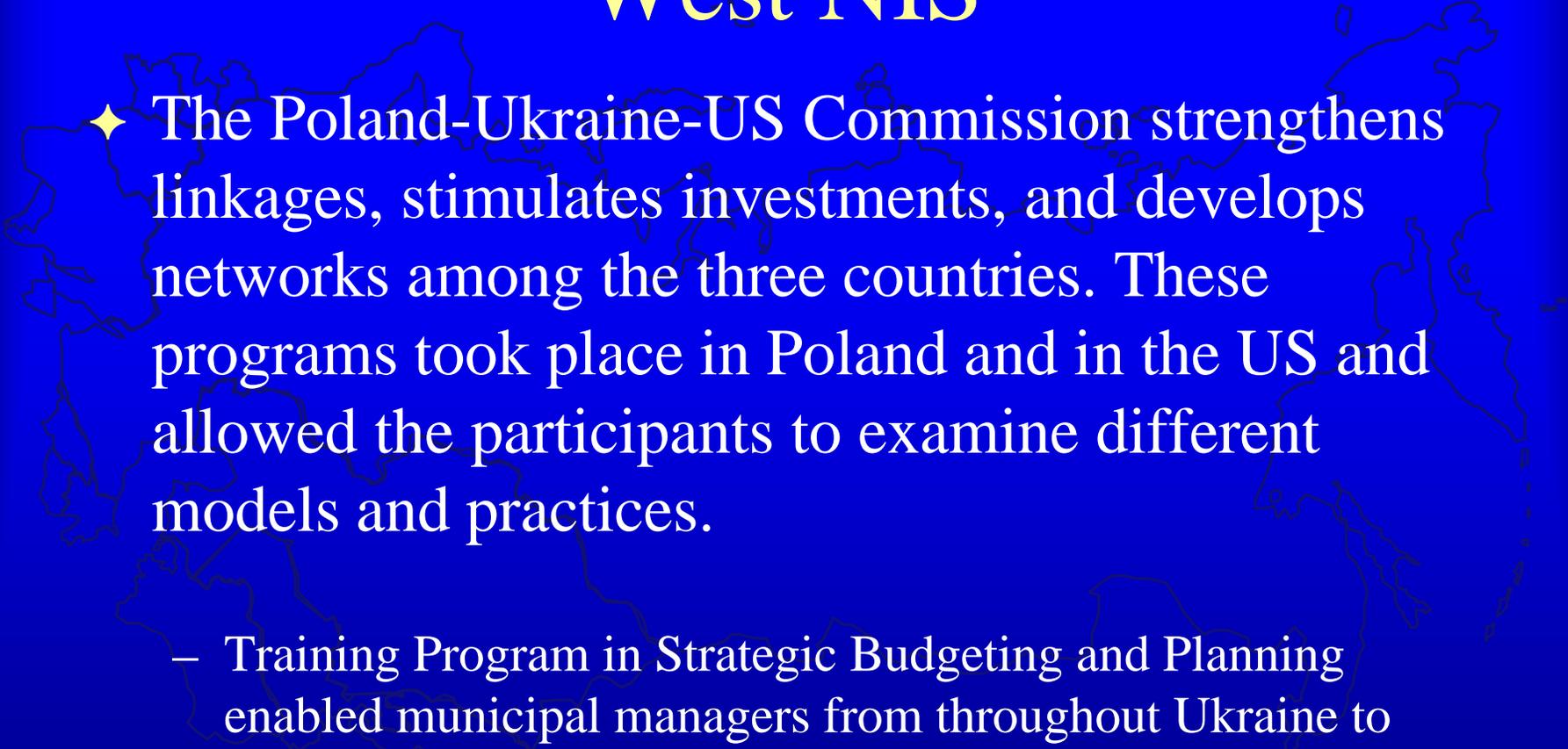
- USAID-sponsored training has contributed to the development of a cadre of leadership groups that are spearheading reforms in child welfare policy, a critical component of USAID's overall program.

◆ Hungary

- The Family Care Center, a local NGO, applied US-based training on employment counseling to develop a training course focused on skills development and job-search techniques. About 75 percent of trainees found jobs or continued their education. The Center developed a second training course that develops partnerships with employers in the construction, factory and warehouse sectors to provide specialized training for potential hires.

Cross-Border Linkages

West NIS



★ The Poland-Ukraine-US Commission strengthens linkages, stimulates investments, and develops networks among the three countries. These programs took place in Poland and in the US and allowed the participants to examine different models and practices.

- Training Program in Strategic Budgeting and Planning enabled municipal managers from throughout Ukraine to examine local governance mechanisms in the US and in Poland.

(Continued on next page...)

Cross-Border Linkages

West NIS (Cont'd)

- Women Entrepreneurship Training Program provided Ukrainian women with the tools to expand business skills, develop linkages with successful Polish and US women entrepreneurs, and facilitate the organization of women business networks.
- Prevention of Trafficking of Women from the Ukraine program aimed at increasing the realities of migration of women victims of trafficking. Key government and NGO representatives responsible for combating trafficking of women participated in the training.

Cross-Border Linkages

NIS - Caucasus

- ★ Cross border linkages serve to foster networks among professionals in Georgia, Armenia, and Azerbaijan and lay the groundwork for regional cooperation.
 - Caucasus Women Leadership Conference followed up a series of US-based programs which brought together women from the three countries and aims to strengthen ties among NGOs in the region.
 - In 1999, nearly 300 young persons from Georgia and Abkhazia—two areas plagued by conflict—attended in-country seminars and a group of 60 youths attended a US program.

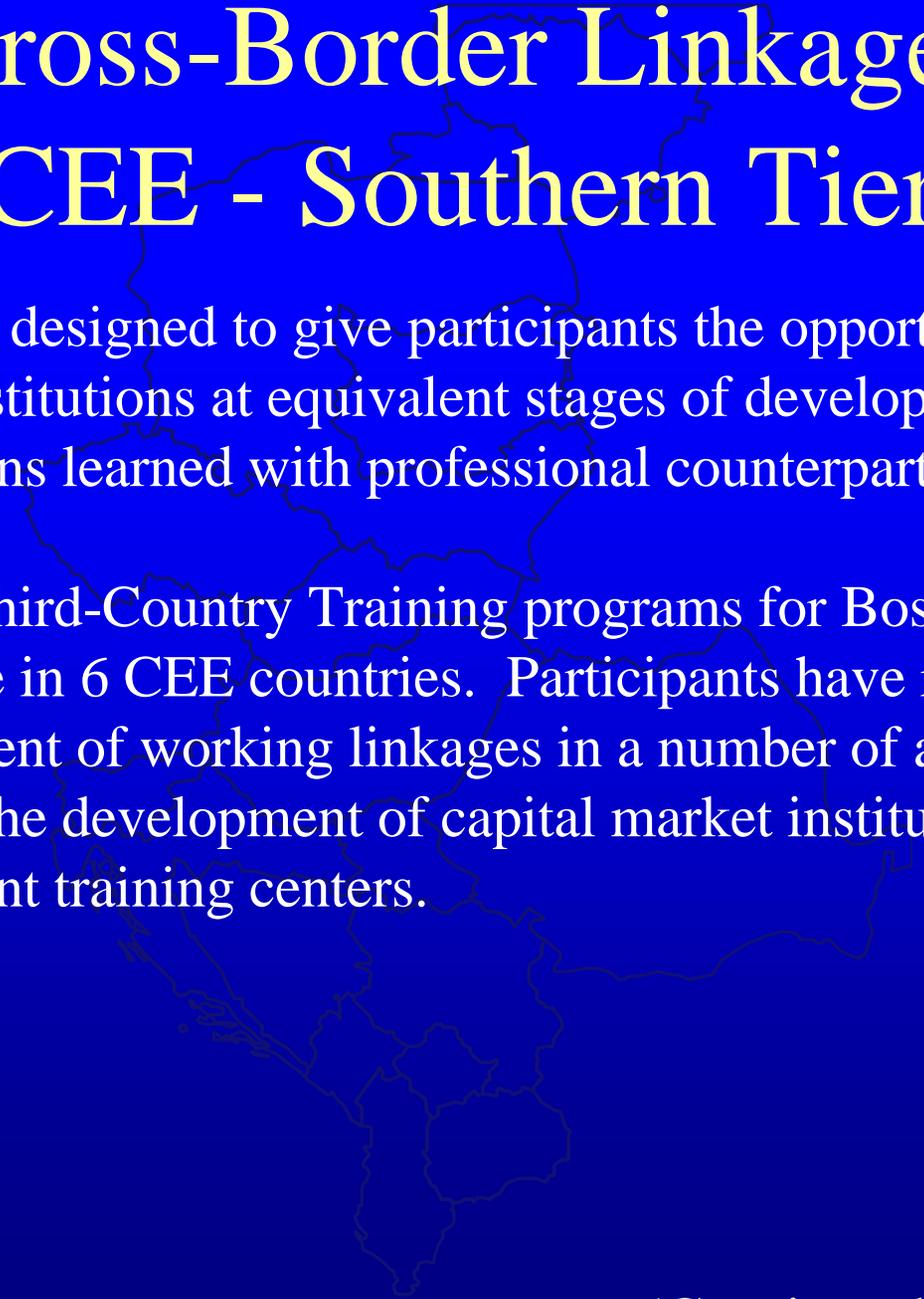
Cross-Border Linkages

NIS - Central-Asian Republics

- ◆ Programs on shared use of energy and water resources in CAR countries served as effective mechanisms for coordinating solutions to regional problems and drafting intergovernment policy agreements.
- ◆ A number of health care reform study tours were conducted in several Eastern European countries, in the US, and CAR republics to examine issues on health management, health promotion, and public health services.

Cross-Border Linkages

CEE - Southern Tier



- ◆ Training is designed to give participants the opportunity to observe institutions at equivalent stages of development and share lessons learned with professional counterparts.
- ◆ Thirteen Third-Country Training programs for Bosnians have taken place in 6 CEE countries. Participants have reported the establishment of working linkages in a number of areas, including the development of capital market institutions and management training centers.

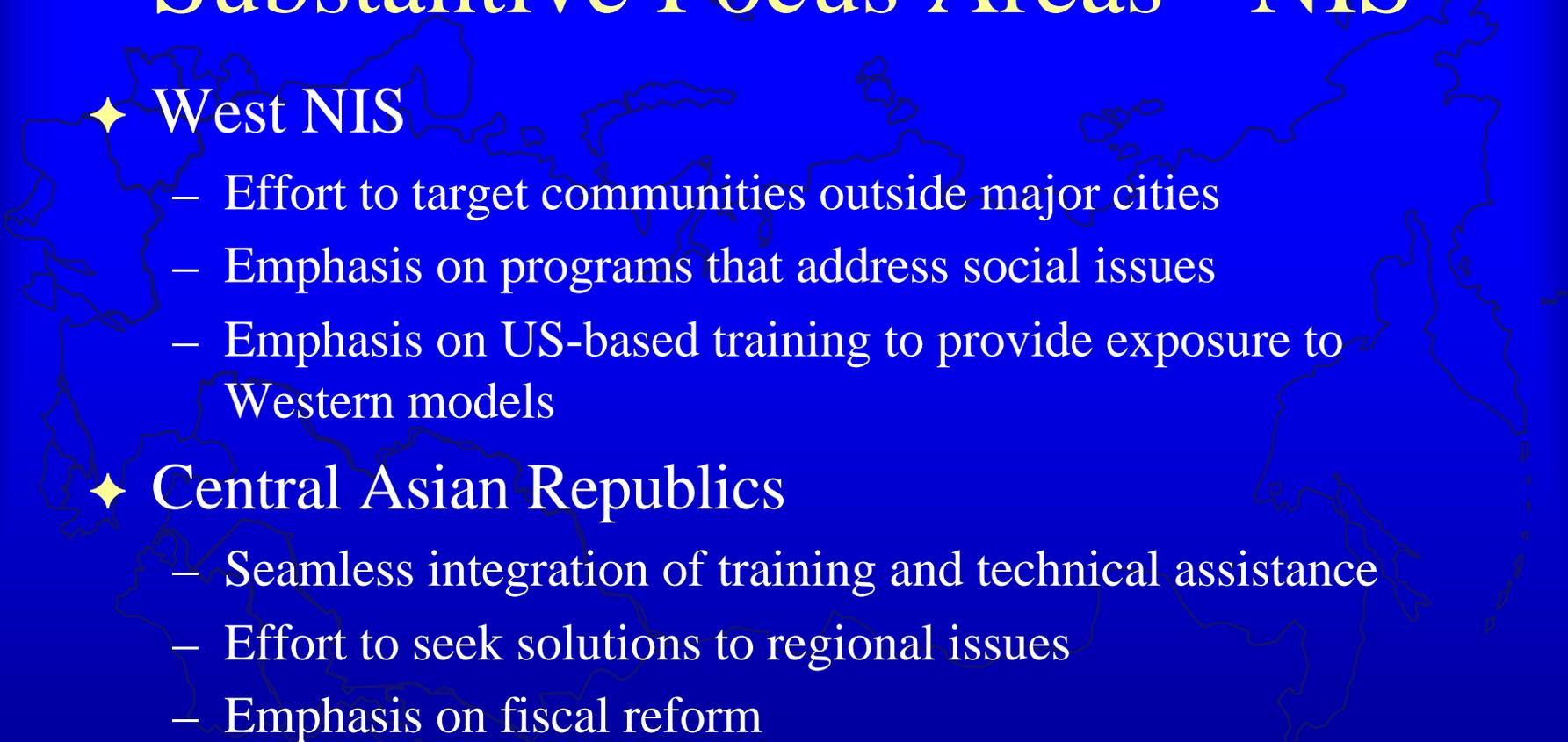
(Continued on next page...)

Cross-Border Linkages

CEE - Southern Tier (Cont'd)

- ◆ The Croatian Journalist Association, which was formed as a result of a US-based training program, hosted Bulgarian journalists for a Third-Country Training program. The Croatian journalists showed their Bulgarian counterparts how they adapted what they had learned in the US to local conditions. This program established a foundation for lasting linkages between the two groups of journalists.
- ◆ Under the FLOTUS activity, 21 women leaders attended training on leadership and association development to forge cross-border linkages among these leaders in the business and non-governmental world. These linkages led to the creation of a cross-border organization, Business Opportunities for Women, which is spearheading follow-up activities.

Major Geographic and Substantive Focus Areas - NIS



★ West NIS

- Effort to target communities outside major cities
- Emphasis on programs that address social issues
- Emphasis on US-based training to provide exposure to Western models

★ Central Asian Republics

- Seamless integration of training and technical assistance
- Effort to seek solutions to regional issues
- Emphasis on fiscal reform
- Emphasis on NGO development

(Continued on next page...)

Major Geographic and Substantive Focus Areas - NIS (Cont'd)

A faint map of the Caucasus region is visible in the background, showing the borders of Georgia, Armenia, and Azerbaijan. The map is centered on the Caucasus mountains and the Black Sea to the west.

★ Caucasus

- Needs of internally displaced persons
- Regional cooperation
- Development of professional associations
- Institutional capacity for SME development

★ Russia

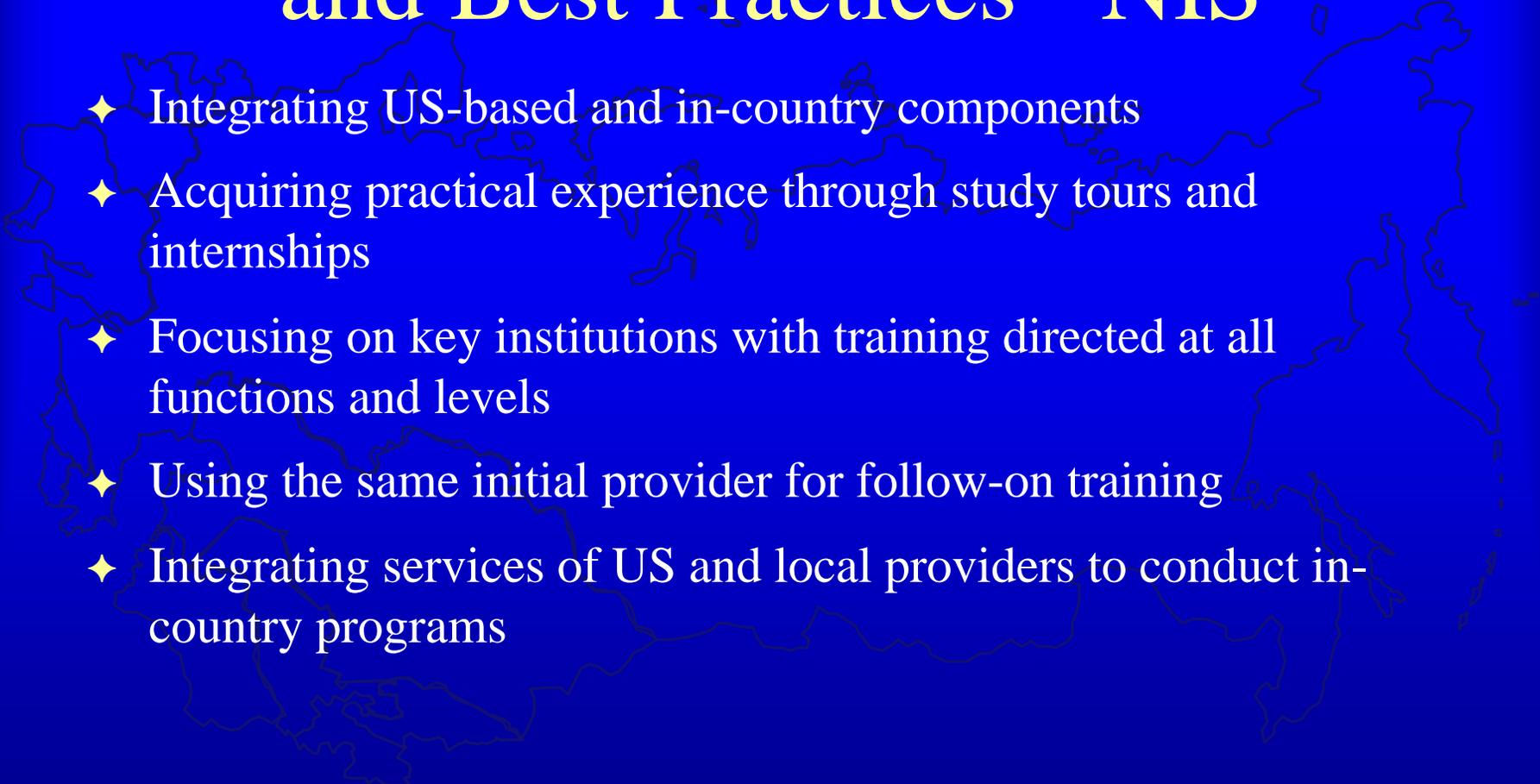
- Increasing effort to recruit participants from areas not served by previous development efforts.

Major Geographic and Substantive Focus Areas - CEE



- ◆ Increasing regional focus on Southern Tier
- ◆ Participants active in the development of legislation and judicial reform in all countries
- ◆ Emphasis on leadership training in Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Macedonia, and Slovakia
- ◆ Development and strengthening of independent media in Bosnia-Herzegovina, Croatia, Macedonia, and Slovakia

Successful Training Approaches and Best Practices - NIS

- 
- ◆ Integrating US-based and in-country components
 - ◆ Acquiring practical experience through study tours and internships
 - ◆ Focusing on key institutions with training directed at all functions and levels
 - ◆ Using the same initial provider for follow-on training
 - ◆ Integrating services of US and local providers to conduct in-country programs

(Continued on next page...)

Successful Training Approaches and Best Practices - NIS (Cont'd)

- ◆ Conducting in-country repeat or series programs over time to reach a wide audience
- ◆ Combining stakeholders from the public and private sectors working on similar issues
- ◆ Using a combination of training venues
- ◆ Integrating CEE and US-based venues for comparative value and to foster linkages
- ◆ Using technical assistance contractors to design and deliver training

Successful Training Approaches and Best Practices - CEE



- ◆ Adoption of cross-cutting approaches in both the selection of participants and the introduction of training topics: pairing of public and private sector participants
- ◆ Multi-program training package that targets a single objective from different angles utilized in Bosnia, Lithuania, Poland and Romania
- ◆ Development of In-country Training Capacity in Albania, Bulgaria, Czech Republic, Estonia, Latvia, Macedonia, Poland, Romania, Slovakia, and Slovenia
- ◆ The requirement that training providers work with each participant on an Action Plan (to be implemented upon return home) has resulted in a higher rate of participant satisfaction.

Development of In-country Training Capacity through Training - NIS

- ◆ In Ukraine, faculty from the Odessa Institute of Hydrometeorology participated in a training program designed to improve the Institute's technical, scientific, and business capability; in collaboration with the US Environmental Protection Agency (EPA), Institute professors developed courses on environmental management.
- ◆ In Russia, cooperation between the George Washington University and the Banking Management Training Center resulted in a program targeted to bankers that adapts Western concepts of business administration to Russia's banking system and fiscal policies.

Development of In-country Training Capacity through Training - CEE



- ◆ In Lithuania, the Ministry of Finance Training Center is developing a comprehensive program of training, training of trainers, and technical assistance
- ◆ In Macedonia, a team of 14 NGOs is creating an indigenous NGO support center that will offer training, project design, and grant-writing services
- ◆ In Bosnia, the Institut Hidroteknic (IHT) has gained sufficient expertise that it now provides its own classes at IHT and at the University of Sarajevo and will shortly partner with USAID/Sarajevo in the Institutional Strengthening Project
- ◆ In Bulgaria, a number of NGOs and other institutions that participated in US-based Training of Trainers programs are working together to train local government officials under the AID/Bulgaria Local Government Initiatives program.