

Success Stories by Region

Armenia

Strategic Objective: 2.4
Country: Armenia
Program Title: Women's Organizational Management
Date of Training: 9/6/94 - 9/30/94
Provider: Atlanta Mgmt Institute (Impact), Atlanta
PTP Code: 11494014
PDF or PIO/P Code: 776578; 776573; 776569
Participant Name: Amalia Poghossian; Marina Vardanian and Gayane Ghoukassian

Gayane Ghoukassian, Amalia Poghossian and Marina Vartanian, are forming the Armenian Businesswomen Association. All three are research scientists who had a difficult time trying to pursue their research careers due to a lack of funds and electricity. They are proposing to form an association that will assist women who are entering new fields, starting their own businesses, and/or trying to remain competitive in the workplace. For those intending to start their own business, the association will organize courses on registration procedures, essential principles of economics, tax policy, bookkeeping, management, and marketing. For those already in business, they will provide more specialized courses and consulting. All courses will be offered based on members' needs/requests. Another service of this organization will be the coordination of a data bank that would list women who are interested in offering some kind of service (private kindergarten at home, home-help, tutoring, etc.).

Azerbaijan

Strategic Objective: 3
Country: Azerbaijan
Program Title: Disaster Relief Management III
Date of Training: 5/2/94 - 5/20/94
Provider: Simeon Institute
PTP Code: 11495026
PDF or PIO/P Code: 787758
Participant Name: Irada Riza Zade

Irada Riza-Zade is the Director of the Red Crescent for the Binagadi district of Azerbaijan, where she is responsible for the well-being of 53,500 refugees and other disadvantaged people. Since completing the NET Project's Disaster Relief Management training course, Ms. Riza-Zade has introduced several new ideas to her organization. One of her first actions upon returning to Azerbaijan was to forge partnerships with other NGOs and to organize volunteer rescue teams. These measures are enabling the Red Crescent to stretch precious resources and serve more people with less money. Ms. Riza-Zade is disseminating the knowledge she acquired in her NET course by training 16 staff members in disaster management techniques brought back from America. She is also working with the local school system to introduce two new subjects in the curriculum: Medical First Aid & Basics of Disaster Management.

Strategic Objective: 3
Country: Azerbaijan
Program Title: Disaster Relief Management III
Date of Training: 5/2/94 - 5/20/94
Provider: Simeon Institute
PTP Code: 11495026
PDF or PIO/P Code: 787756
Participant Name: Vusal Rajabli

Vusal Rajabli is the Director of "Hayat," a local NGO providing assistance to 15,000 refugees, IDP's, and other groups in southern Azerbaijan. He is an alumnus of NET's "Disaster Relief Management" program and has introduced a system which helps to ensure an equitable distribution of commodities among target populations. Mr. Rajabli has also used his newly-learned proposal writing skills to submit two proposals: one to the United Nations High Commissioner for Refugees (UNHCR) and the other to the United Nations Department of Humanitarian Affairs (UNDHA). The first proposal has received preliminary approval for a \$120,000 project. The second proposal - delivering food to children in Sumgait - was also successful and is currently being implemented.

Belarus

Strategic Objective: 1.3
Country: Belarus
Program Title: Agribusiness
Date of Training: 6/5/95 - 6/16/95
Provider: Agriculture Coop Dev Intl, Washington
PTP Code: 12194002
PDF or PIO/P Code: 774691
Participant Name: Victor Kossatch

Victor Kossatch of Belarus is head of the Agriculture-Manufacturing-Scientific Union and has established seven new farmers' programs ("Corn," "Potatoes," "Buckwheat," "Rape Seed," "Lupin," "Processing of Agricultural Products," "Honey Production"), from which he expects an additional \$10,000 for his 1995 budget. The number of farmers interested in participating in these new projects has been steadily expanding.

Strategic Objective: 1.3
Country: Belarus
Program Title: Agricultural Reform and Private Farming
Date of Training: 9/12/94 - 10/7/94
Provider: U.S. Department of Agriculture/OICD
PTP Code: 12194034
PDF or PIO/P Code: 776540
Participant Name: Viatcheslav Iatsevitch

Upon his return from the U.S. training program, Viatcheslav Iatsevitch, the Editor-in-Chief of the Agrobusiness Newspaper, published fourteen articles in his newspaper about innovative techniques American farmers had developed in order to increase their production. Mr. Iatsevitch is continuing to correspond with the American farmers he met in the United States in order to disseminate information to Belarusian farmers about the achievements Americans are making in farming.

Strategic Objective: 1.5
Country: Belarus
Program Title: Securities Markets Restructuring and
Date of Training: 3/27/96 - 3/29/96
Provider: Institute of Privatization and Management
PTP Code: 121FO028
PDF or PIO/P Code: 948790
Participant Name: Dmitri Ditchkovski

Dmitri Ditchkovsky and Denis Zhagora are using information about the American securities market, gathered during their U.S. training, for their research work and publications.

Georgia

Strategic Objective: 1.3
Country: Georgia
Program Title: Starting an Agricultural Cooperative
Date of Training: 4/25/94 - 5/13/94
Provider: Land O Lakes Incorporated, Minneapolis
PTP Code: 11894005
PDF or PIO/P Code: 774901
Participant Name: Raul Babunishvili

Raul Babunishvili, President of the Union of Privatized Farmers, has written extensively for Privatized Farmer, the official magazine of that union, since returning from US training. His articles provide tips for managing small farms gleaned during his time in America. He recently wrote the preface to an agribusiness "how to" book and, along with fellow NET participant Koba Kobaladze, recorded a television program for Georgian news on farming methods for small private farms. The program highlighted methods learned during their US training and enthusiastically acknowledged and supported the NET program.

Strategic Objective: 1.6
Country: Georgia
Program Title: Privatization of Power Sectors & Legislative Issue
Date of Training: 4/11/94 - 4/29/94
Provider: University of Oklahoma, Norman
PTP Code: 11495011
PDF or PIO/P Code: 787719
Participant Name: Bessik Mikiachvili

Bessik Mikiachvili has produced a video, "Operation of a Power Plant," on a field trip during the training in the US. Upon his return, he wrote the narrative comment to the video. In March 1995, he plans to present it to Sakenergo headquarters and field staff and to specialists from The Georgian Academy of Sciences, Institute of Energy.

Strategic Objective: 2.1
Country: Georgia
Program Title: Media Training
Date of Training: 9/30/95 - 11/25/95
Provider: Florida A&M University
PTP Code: 11494023
PDF or PIO/P Code: 776131
Participant Name: Zaal Andjaparidze

Zaal Andjaparidze, a reporter for the daily newspaper Resonance, completed an internship at the Burlington, Iowa, Hawkeye as part of his U.S. training experience. As a result of his training, he and his colleagues have redesigned Resonance's front page to separate editorial content from news stories. Mr. Andjaparidze has also begun polling readers to monitor opinion on important issues, and has strengthened the newspaper's relationship with its readers.

With NET support, he hopes to have books on American journalism translated, and then to conduct a workshop on Western journalism techniques and standards for his colleagues.

Strategic Objective: 3
Country: Georgia
Program Title: Disaster Relief Management II
Date of Training: 9/15/94 - 10/14/94
Provider: Simeon Institute, Claremont
PTP Code: 11495008
PDF or PIO/P Code: 778070
Participant Name: Natia Kvitsiani

Natia Kvitsiani joined the International Organization for Migration team that provided emergency evacuation assistance to citizens of Chechnya. She works to set up evacuation centers in Grozny and other cities that will assist civilians displaced by the fighting. These centers include services and systems needed to assist in emergency evacuations - shelters, bakeries, feeding stations and emergency health care stations.

Natia's training directly contributes to her ability to assist IOM in providing emergency assistance to Chechens. Natia has affirmed that the most important element of her training was the planning and organization for disaster management.

Strategic Objective: 3.2
Country: Georgia
Program Title: International Health Program
Date of Training: 6/18/94 - 7/23/94
Provider: International Health Program, Santa Cruz
PTP Code: 11494003
PDF or PIO/P Code: 775107
Participant Name: Tengiz Tsertsvadze

After returning from USAID NET AIDS Prevention training, Dr. Tengiz Tsertsvadze, Director of the AIDS Research Center and the National AIDS Coordinator for the Georgian Ministry of Health, quickly began to apply new concepts and skills.

Dr. Tsertsvadze designed Georgia's AIDS Prevention program, which includes elements education, management, epidemiology, diagnosis, and treatment, shortly after returning home. The program's shift in emphasis from treatment to prevention and public education is a direct result of NET training. The World Bank intends to support the program financially beginning in 1996, Tsertsvadze says.

Dr. Tsertsvadze also drafted new national AIDS legislation shifting the focus from treatment to prevention. Among other provisions, the new laws (passed by the Georgian parliament in March 1995) established mandatory HIV/AIDS testing for blood donors.

As a result of Dr. Tsertsvadze's work, the Georgian government increased AIDS funding from \$10,000 in 1994 to \$60,000-\$70,000 in 1995. This allowed for more blood testing, establishment of AIDS prevention education in schools, and the development newsletters and brochures on AIDS prevention.

Strategic Objective: 3.2
Country: Georgia
Program Title: Lactation Management
Date of Training: 4/11/94 - 4/29/94
Provider: Wellstart San Diego Lact Program, San Diego
PTP Code: 11495014
PDF or PIO/P Code: 777078
Participant Name: Ketevan Nemsadze

Dr. Ketevan Nemsadze, Chief Pediatrician for the Ministry of Health in Georgia, participated in a Lactation Management training program at Wellstart International (San Diego) through NET. Upon her return to Georgia she initiated a review of "Decree 55." This Soviet decree governed practices in maternity homes, discouraged breastfeeding, and encouraged separation of mother and child for two to three days after birth.

As a result of Dr. Nemsadze's work educating the public and medical community the Georgian Parliament passed a decree on April 1, 1995 which included provisions based on the knowledge she gained during her US training. The provisions in the decree include: first lactation for newborns should occur within 30 minutes of delivery; mothers should be advised to nurse on demand, and not stick to a rigid schedule of nursing every four hours; and, mothers should be encouraged to breastfeed their babies for up to two years.

Dr. Nemsadze hopes that by increasing the rate of lactation, the infant mortality rate in Georgia will decrease.

Strategic Objective: 3.2
Country: Georgia
Program Title: Managing Health
Date of Training: 6/1/95 - 6/30/95
Provider: Academy for Educational Development
PTP Code: 11494007
PDF or PIO/P Code: 775273
Participant Name: Gueorgui Mtchedlichvie

Gueorgui Mtchedlichvie feels that his appointment as special advisor to the Deputy Prime Minister was a direct result of his US training at Harvard. Dr. Mtchedlichvie stated that he used the book "Managing Drug Supply" for drafting the nation's new drug legislation, particularly in identifying, handling, and storing drugs. Moreover, he feels that his ability to work as the Coordinator for Women's and Children's Programs in Georgia was enhanced by his participation in NET training. Dr. Mtchedlichvie says that he will prepare an action plan for the improvement of conditions for women and children in Georgia. Components of this plan are to include protection, the environment, health, and legislation.

Kazakstan

Strategic Objective: 1.2
Country: Kazakstan
Program Title: National Budgeting/Monetary Policies
Date of Training: 7/20/94 - 8/30/94
Provider: Center for Financial Eng. in Devpt.
PTP Code: 11594026
PDF or PIO/P Code: 775648
Participant Name: Svetlana Pirogovskaya

Svetlana Pirogovskaya is head of the Department of Methodology, Organization and Control over Accounting and Reporting of Kazakstan's Ministry of Finance. On her return from U.S. training, she has given seminars to colleagues in her department (27 women, 3 men). She also has given a series of seminars for tax inspectors and for private enterprises who work with the Ministry of Finance.

In both her report and in the seminars, she emphasizes that her U.S. experience has given her new tools for analysis and appraisal, and has exposed her to new teaching methods.

After her training, Ms. Pirogovskaya was invited to be a member of the Commission on the new Tax Code for Kazakstan because of her knowledge of how foreign tax systems work.

Strategic Objective: 1.4
Country: Kazakstan
Program Title: Tax Reform & Policy I
Date of Training: 6/22/94 - 7/27/94
Provider: Int'l Tax & Investment Center, Washington DC
PTP Code: 11594021
PDF or PIO/P Code: 775692
Participant Name: Raissa Abachova

Raissa Abachova, Deputy Chairperson, Committee of Finance, Budget and Economic Reform of the Supreme Soviet, (and one of the only two tax specialists within the Kazak government) participated in a Tax Reform and Policies program. Since her return, Ms. Abachova, through articles, workshops and press conferences has energetically initiated a process of educating the media, fellow parliamentarians, and the general public on the possibilities of tax reform within Kazakstan.

Strategic Objective: 1.5
Country: Kazakstan
Program Title: Financial Sector Markets
Date of Training: 5/18/95 - 6/10/95
Provider: Economics Institute
PTP Code: 115NN013
PDF or PIO/P Code: 787349
Participant Name: Kairat Zhanybekov

Kairat Zhanybekov, the main specialist of his country's National Securities Committee, held a meeting at the Securities Management Department and briefed the directors of regional fund centers of People's Bank after returning from US training. He used his newly gained knowledge in formulating Kazakstan's "Regulations on Access of Foreign Issuers' Securities to Kazakstan Securities Market," and is developing two more acts to be considered in parliament.

Strategic Objective: 1.5
Country: Kazakstan
Program Title: Bank Supervision and Regulation
Date of Training: 6/1/94 - 7/19/94
Provider: Iowa State University
PTP Code: 11594002
PDF or PIO/P Code: 774965
Participant Name: Margarita Misyirina

Ms. Misyirina, a Leading Economist at the National Bank of Kazakstan, has used what she learned in the United States to help introduce improvements in several areas, including regulation of minimum authorized funds in the various regions of Kazakstan, working out tables for comparative financial analysis of banks according to their category and main acceptable ratios, creating a rating system for commercial banks, and establishing a credit bureau.

Strategic Objective: 1.5
Country: Kazakstan
Program Title: Bank Supervision and Regulation
Date of Training: 6/1/94 - 7/19/94
Provider: Iowa State University
PTP Code: 11594002
PDF or PIO/P Code: 774961
Participant Name: Baktibai Tanirbergenov

Mr. Tanirbergenov works in the Banking Supervision Department at the National Bank of Kazakstan, issuing licenses for non-banking financial institutions and providing auditing services. He has used the knowledge acquired during his U.S. training in implementing general regulations on non-banking financial institutions.

Strategic Objective: 2.2
Country: Kazakstan
Program Title: Judicial System Reform II
Date of Training: 8/29/95 - 9/26/95
Provider: Mississippi Consortium for International Development
PTP Code: 11595007
PDF or PIO/P Code: 794318
Participant Name: Nabira Neyasova

Nabira Neyasova is Kazakstan's Deputy Chairperson of the Presidium. After attending Judicial System Reform, she developed a series of lectures devoted to the jury court and the appellate jurisdiction system which do not presently exist in Kazakstan. She has also successfully proposed changes in Almaty's bar system.

Strategic Objective: 2.2
Country: Kazakstan
Program Title: Judicial System Reform II
Date of Training: 8/29/95 - 9/26/95
Provider: Mississippi Consortium for International
PTP Code: 11595007
PDF or PIO/P Code: 794321
Participant Name: Larisa Kaizdi

After returning from NET's Judicial System Reform program, Larisa Kaizdi participated in the Press Conference on Human Rights and delivered a paper on the Judicial System of the USA. As a result of her US training, she is currently dividing the courts in her district to allow more specialization and streamline the court system in Kazakstan.

Strategic Objective: 2.2
Country: Kazakstan
Program Title: Judicial System Reform I
Date of Training: 7/21/95 - 8/17/95
Provider: National Center for State Courts
PTP Code: 11595006
PDF or PIO/P Code: 793461
Participant Name: Zhumageldy Yelyubeyev

Zhumageldy Yelyubeyev has used the knowledge he gained while attending NET's Judicial System Reform program to teach courses on the Judicial System of the United States. He is also helping to draft Kazakstan's "Honor Code of Judges," and is preparing a publication on the American judicial system for "Vestnik Verchovnogo Suda," a weekly publication in Kazakstan.

Strategic Objective: 2.2
Country: Kazakstan
Program Title: Judicial System Reform I
Date of Training: 7/21/95 - 8/17/95
Provider: National Center for State Courts
PTP Code: 11595006
PDF or PIO/P Code: 793458
Participant Name: Almaz Tachenova

Almaz Tachenova, a participant in a NET Judicial System Reform program, returned home very enthusiastic about her study of the US legal system. She has recently been promoted to Kazakstan's Supreme Court and is currently working with an American law firm to design the New Civil Code of the Republic of Kazakstan. It is her goal to introduce Kazakstan's judiciary to the aspects of the US legal system.

Strategic Objective: 2.2
Country: Kazakstan
Program Title: Legal System Reform I
Date of Training: 11/9/94 - 12/6/94
Provider: Mississippi Consortium for International Development
PTP Code: 11595004
PDF or PIO/P Code: 787018
Participant Name: Kairat Ospanbekov

Upon return from his NET training, Kairat Ospanbekov noted the disparity between the legal systems in America and his own country. He is currently working to set new precedents in Kazakstan. While in the US, he was very impressed with the ability of average Americans to seek legal counsel or pursue legal actions. He is presently in negotiations with an American law firm in order to set up an exchange aimed at defending ex-patriot interests. His firm, located in Almaty, will be contracted to defend the legal rights of Americans who find themselves in conflict with Kazakstani law. Likewise, his American counterpart will guard the interests of Kazaks in the US. Mr. Ospanbekov is attempting to create a system that will allow all citizens of Kazakstan equal and unhindered access to Parliamentary/Cabinet changes and information concerning legal matters in that country.

Strategic Objective: 3.2
Country: Kazakstan
Program Title: Maternal and Child Health
Date of Training: 8/17/94 - 9/15/94
Provider: University of Connecticut, Farmington
PTP Code: 11594013
PDF or PIO/P Code: 776638
Participant Name: Sophiya Ayupova

Dr. Sophiya Ayupova, Chief Pediatrician of the Republic of Kazakstan, made significant contributions to a three day symposium on viral and respiratory diseases in children. At Dr. Ayupova's insistence, nurses were invited to attend the conference for the first time ever. She also introduced some of the interactive learning techniques she observed during her Connecticut training, and was thanked by some of her colleagues for changing the old "lecture or listen" style of most symposia. She has also traveled throughout the country and shared the information from her NET training with over one thousand pediatricians. Dr. Ayupova received a commendation from the Kazak Minister of Health for her tireless efforts.

Kyrgyzstan

Strategic Objective: 1.2
Country: Kyrgyzstan
Program Title: Public Financial Management II
Date of Training: 6/20/94 - 7/1/94
Provider: Center for Financial Eng in Dev, Washington
PTP Code: 11594007
PDF or PIO/P Code: 776467
Participant Name: Djoumakadyr Akeneev

After attending NET's "Public Financial Management" program, Djoumakadyr Akeneev, Chairman of the State Statistics Agency in Kyrgyzstan, has started to set up a computer network in Bishkek. During training he met with representatives of Intel to gather information on shipping computer equipment quickly and cheaply. As one of five authors of the economic plan for Kyrgyzstan, he is using his new knowledge to steer his country's economic development, while using tourism as a means of quickly raising much needed capital.

Strategic Objective: 1.3
Country: Kyrgyzstan
Program Title: Restructuring the Economy and Private Sector II
Date of Training: 9/7/94 - 10/4/94
Provider: International Law Institute
PTP Code: 11594038
PDF or PIO/P Code: 777434
Participant Name: Gulshat Nurgalieva

Gulshat Zarlykovna Nurgalieva, the Head of Consumer Market Monitoring for Kyrgyzstan's State Committee on Economics, organized a meeting to discuss future business plans upon returning from her NET training in the US. Three hundred people attended the meeting during which Ms. Nurgalieva outlined marketing paradigms she studied in America. She is currently involved in writing an article that addresses the problems of restructuring the private sector in order to meet the overwhelming demand of the consuming public. Because joint ventures are still mainly sponsored by governmental structures, the State Committee on Economics is very concerned about deregulation in this sphere. Ms. Nurgalieva's US training has helped her write this article which will soon be published in conjunction with the Ministry of Finance.

Strategic Objective: 1.5
Country: Kyrgyzstan
Program Title: Bank Supervision and Regulation
Date of Training: 6/1/94 - 7/19/94
Provider: Iowa State University, Ames
PTP Code: 11594002
PDF or PIO/P Code: 774974
Participant Name: Melisbek Batyrbekov

Melisbek Batyrbekov stated that he is using the knowledge he gained during his US training to help resolve problems between banks and borrowers with respect to secondary sources of paying debts. He and his fellow trainees have also worked on creating a national system for rating banks.

Strategic Objective: 2.2
Country: Kyrgyzstan
Program Title: Judicial System Reform II
Date of Training: 8/29/95 - 9/23/95
Provider: Mississippi Consortium for International Development
PTP Code: 11595007
PDF or PIO/P Code: 794298
Participant Name: Zinaida Malyarova

Zinaida Malyarova, Bishkek's City Court Chairperson, has held meetings, lectures and seminars on her US training experience since returning from the NET Judicial System Reform program. She has prepared a one hour report which will soon be broadcast on Kyrgyz National Radio, and is currently collaborating on her country's new Criminal Legal Procedures Code.

Strategic Objective: 3.2
Country: Kyrgyzstan
Program Title: Maternal and Child Health
Date of Training: 8/17/94 - 9/15/94
Provider: University of Connecticut, Farmington
PTP Code: 11594013
PDF or PIO/P Code: 776648
Participant Name: Bermet Jamansaliyeva

After returning from US training, Bermet Jamansaliyeva was appointed Chief Physician at Kyrgyzstan's Research Institute of Obstetrics and Pediatrics. The institute is responsible for implementing the UNICEF-funded anti-diarrhea, immunization and anti-respiratory diseases programs, and the USAID-funded lactation program. Dr. Jamansaliyeva was subsequently named to the working commission to draft the Health Care Reform project for her country. In addition, she organized an examination of doctors in all Maternal-Child Health facilities in Bishkek. For this purpose, she used questionnaires gained during her US training. The results were shocking; high-level officials scored an average of 75%. In US institutions, 80% is the minimum acceptable score. Soon after, training courses were organized at the Institute to improve knowledge in critical areas.

Strategic Objective: 3.2
Country: Kyrgyzstan
Program Title: Healthcare Financing II
Date of Training: 10/6/95 - 10/27/95
Provider: Management Sciences for Health
PTP Code: 11595002
PDF or PIO/P Code: 794461
Participant Name: Almazbek Ismankulov

Almazbek Ismankulov, a participant in the NET Health Care Financing II program, opened Kyrgyzstan's first eye microsurgery clinic after attending a US training. The opening of the clinic was attended by Kyrgyz President, Askar Akaev. The clinic quickly gained an excellent reputation. After only two months of operation, the waiting list for operations has grown to nearly two years. The clinic itself has been built without state funds and employs practices learned during US training. Mr. Ismankulov has also worked to publicize the need for medical insurance in his country and has published a number of articles on the prevention of eye disease. Mr. Ismankulov has agreed to host a weekly prime-time program on health and disease prevention on Kyrgyz TV. In addition, he founded and serves as Chairman for Kyrgyzstan's Ophthalmologists Association.

His future plans include working with the NET alumni center to publish a booklet on eye microsurgery that he has written. He also hopes to work with other NET alumni to conduct a seminar for health care professionals in the other countries of Central Asia.

Moldova

Strategic Objective: 1.2
Country: Moldova
Program Title: Treasury Function
Date of Training: 6/6/94 - 7/2/94
Provider: Inst of Public Administration, New York
PTP Code: 12194049
PDF or PIO/P Code: 775023
Participant Name: Valeriu Chitan

Valeriu Chitan, Moldova's Minister of Finance, decided to move forward with the issuance of bonds as a result of his NET training. Since returning from the US, Moldova has held three bond auctions with the result being that a portion of the national deficit has been eliminated.

Strategic Objective: 1.2
Country: Moldova
Program Title: Human Resources Statistics
Date of Training: 9/12/94 - 11/4/94
Provider: US Bureau of Labor Statistics, Washington DC
PTP Code: 12194038
PDF or PIO/P Code: 776519; 776518; 776517
Participant Name: Liliana Rymar; Margaretta Paliy and Ion Hincu

Ion Hincu, Margareta Palli, and Liliana Rymar have used the knowledge gained during their US training to improve their work at Moldova's Department of Demographics and Labor Statistics. Their training has provided them with the conceptual framework to reform their department. Previously, they had been at a loss to create appropriate questionnaires. One of the first results has been the creation of a household survey system to collect relevant data, as the current data available from state enterprises and tax registration has proven unreliable. The model they are using for their survey was directly copied from that applied in the US, and was learned during their NET training.

Strategic Objective: 1.2
Country: Moldova
Program Title: Treasury Function
Date of Training: 6/6/94 - 7/2/94
Provider: Inst of Public Administration, New York
PTP Code: 12194049
PDF or PIO/P Code: 775025
Participant Name: Ludmila Tolmaci

Ludmila Tolmaci has been involved in changing the legislation which governs financial instruments used by the Moldovan Government. One piece of legislation, passed on 1/15/95, altered the nature of loans made by the National Bank to the government. Whereas the bank previously accrued interest on these loans, it now receives securities as happens in the US. Another law, passed on June 1st of the same year, included text copied directly from the "Massachusetts General Laws Annotated," which Ms. Tolmaci acquired during her NET training.

Strategic Objective: 1.2
Country: Moldova
Program Title: Treasury Function
Date of Training: 6/6/94 - 7/2/94
Provider: Inst of Public Administration, New York
PTP Code: 12194049
PDF or PIO/P Code: 775027
Participant Name: Pavel Pavlenco

Pavel Pavlenco has claimed that his US training served to "verify the direction of . . . reform," in Moldova. He and his fellow participants are using their new skills to advance the creation of an independent treasury in Moldova and have utilized their new knowledge of competitive bidding to assure that the spending of recently privatized, self-controlled companies is as efficient as possible. They have achieved this via monitoring of advertising and solicitation of bids for service and equipment contracts. He has reported that corruption and manipulation of contracts during the privatization process have been ameliorated due to the application of the skills he gained during his NET training.

Strategic Objective: 1.2
Country: Moldova
Program Title: Treasury Function
Date of Training: 6/6/94 - 7/2/94
Provider: Inst of Public Administration, New York
PTP Code: 12194049
PDF or PIO/P Code: 775029
Participant Name: Liubov Buciuscanu

Liubov Buciuscanu has played a role in organizing the infrastructure for decentralized tax collection and budget allocation in Moldova. In addition, she has been instrumental in setting up a local administration center in and around the city of Balti as a model of this system of administration.

Strategic Objective: 1.4
Country: Moldova
Program Title: Moldova National Bank
Date of Training: 10/24/94 - 11/11/94
Provider: Fed Reserve Bank, Washington
PTP Code: 12195009
PDF or PIO/P Code: 776721
Participant Name: Radu Musteata

Radu Musteata is the Deputy Director of Banking and Supervision for the National Bank of Moldova. He attended a World Bank/Federal Reserve Board Seminar for Senior Bank Supervisors from Developing Countries in October and November of 1994. His US training has been instrumental in helping him develop reconstruction initiatives which have been realized with the World Bank assistance. The first was the classification of loans on the basis of risk analysis. This system of classification has been universally applied throughout the republic to help various banks make judicious assessments on outstanding projected loan repayments. The second involved the creation of national regulations governing the issuance of new loans dependent upon repayment histories for previous ones. This has helped banks make safer loans and protects the fledgling Moldovan financial system in managing bank assets. It has also been crucial in creating a more stable currency in Moldova. Mr. Musteata continues to produce quarterly reports for the banks of Moldova and plans to conduct an economic analysis of all of the country's present banking institutions to determine their viability. The results of this analysis will determine which banks are closed and which reformed, with the end result being a more stable banking system nationwide.

Strategic Objective: 2.2
Country: Moldova
Program Title: Rule of Law M-I
Date of Training: 7/23/95 - 8/4/95
Provider: Amer Bar Association, Washington DC
PTP Code: 12195035
PDF or PIO/P Code: 786601
Participant Name: Raissa Batsoura

Raissa Batsoura shared her impressions of the American legal system at a seminar for seventy police officers and investigators in Bender and met with sixty prosecutors from five Moldovan districts. Ms. Batsoura also received a special request from the Transdnistrian Bar Association to talk to defense attorneys in Bender.

Strategic Objective: 2.2
Country: Moldova
Program Title: Rule of Law M-I
Date of Training: 7/7/95 - 7/22/95
Provider: Amer Bar Association, Washington DC
PTP Code: 12195035
PDF or PIO/P Code: 787836
Participant Name: Dumitru Postovan

Dumitru Postovan had an interview on Moldovan National Television regarding his training in the U.S. and the necessity of democratic reforms in Moldova. He mentioned the necessity of juridical reforms especially in such areas as training qualified judges, and creating a new system of professional evaluation. In addition, as General Prosecutor of Moldova, he called a meeting in Chisinau for all of the republic's prosecutors and investigators. Over 400 people attended. The meeting had two purposes: 1) to discuss the role of the prosecutor in America's adversarial legal system; and 2) to discuss the modifications to the code of criminal procedure which will help bring Moldova into the ranks of democratic societies with adversarial legal systems and guarantees of fairness to accused criminals.

Strategic Objective: 2.2
Country: Moldova
Program Title: Rule of Law M-II
Date of Training: 7/7/95 - 7/22/95
Provider: Amer Bar Association, Washington DC
PTP Code: 12195036
PDF or PIO/P Code: 787837
Participant Name: Vasile Sturza

Mr. Sturza mentioned the necessity of a regular round table on national TV as a modality to contact with the public in Moldova and to rebuild public confidence in Legislation. He has a noble intention to organize a common meeting-discussion with ROL-I-II in the presence of President Snegur and the First Minister of the Republic, Sanghely. He also held a seminar for sixty judges in Chisinau.

Russia

Strategic Objective: 1
Country: Russia
Program Title: Privatization/Public Administration
Date of Training: 7/18/95 - 8/10/95
Provider: Mississippi Consortium for International Development
PTP Code: 11895128
PDF or PIO/P Code: 791970
Participant Name: Rafig Agaev

Rafig Agaev has used the knowledge acquired during his NET training to improve the quality of work at the Russian State Antimonopoly Committee. He has used his new skills to arrange seminars and lectures for his coworkers, arrange the publication of relevant materials and help implement new legislation in Russia.

Strategic Objective: 1
Country: Russia
Program Title: Public Administration
Date of Training: 7/18/95 - 8/10/95
Provider: Mississippi Consort for Intl Dev., Jackson
PTP Code: 11895128
PDF or PIO/P Code: 787965
Participant Name: Edouard Boure

In the early 1990s, during the initial phase of privatization, it became possible to buy formerly state-owned companies in Russia. But there was a catch: You could not buy the land beneath the company.

Opposition to the sale of land was so strong, and it came from so many sources, that the government decided to wait before going ahead with it. Nevertheless, investors continued buying companies without gaining land ownership. Eventually the legal and bureaucratic awkwardness of this arrangement persuaded the government to act. In 1994, President Boris Yeltsin signed an edict legalizing the sale of land.

Still, throughout 1995 the administration recorded very few land transactions. The reason was simple. There was literally no procedure for selling land; there was merely a law that allowed it.

"This is a common disease in Russia," said Edouard Boure, general director of the Russian Privatization Center. "There are laws for many things, but no money and no procedure for carrying them out."

To gain knowledge of a free market and advice on economic restructuring, Boure traveled to America to attend a USAID-funded training program held in July and August of 1995. Consisting of seminars and field trips, the program gave 10 Russian privatization officials an in-depth look at how US business executives analyze the economy and make investment decisions. Topics of study included pricing, finance, taxation, anti-trust law, and profitability assessment.

The program -- held in New Orleans, Jackson, MS, and Washington, DC -- was organized by the Academy for Educational Development and the Mississippi Consortium for International Development, based in Jackson. Participants visited companies and organizations such as Coca-Cola, Peavy Electronics, Delta Western Processing Plant, and the New Orleans Trade Center.

"Having this kind of experience helped me get my current position," said Boure, who in July 1996 was promoted from deputy director to chief executive officer of the Russian Privatization Center. "I asked a lot of questions and absorbed as much as possible. If I hadn't gone on the program I would be like many people in Russia who don't understand why we need reforms. Now I'm trying to implement everything I can that I learned in the US."

Upon returning home, Boure and his associates continued the work that Yeltsin's edict on land sales had begun. They developed a set of standardized procedures for carrying out the land transactions. As a result, sales are brisk: more than 2,000 enterprises have not purchased the land they rest on.

Another area in which Boure is working to institutionalize property rights is housing. Under his leadership, the Russian Privatization Center recently set up 68 homeowners associations around Russia, the first such organizations in the country. The development is especially important for the reform of housing maintenance in Russia. Currently such maintenance is monopolized by a few large firms which are paid from the state budget. Tenants have no control over the upkeep of their apartment buildings and they often complain that the large firms do an inadequate job.

The homeowners associations are intended to empower the many Russians who now own their apartments by letting them hire and fire maintenance firms of their choice. At present the state pays funds directly to the maintenance companies, bypassing the very people -- homeowners -- who have a real stake in the process.

"Our task," said Boure, "is to see that the money goes not to the firms but to the apartment owners, who then can decide what to do with it."

In conclusion, Boure noted that Russian people are still not used to the notion of property rights and the issues of incentive crucial to a free-market system. "But all of these questions are important to us, and they interest me very much. They will determine the future of this country."

Strategic Objective: 1
Country: Russia
Program Title: Reg. Econ. Development Officials III
Date of Training: 10/17/94 - 11/11/94
Provider: Suny Albany
PTP Code: 11894172
PDF or PIO/P Code: 777744
Participant Name: Victor Akhtiev

Minister of Labour and Employment of the Republic of Karelia, V. Akhtiev, used his knowledge of the functional structure of employment service centers in the U.S.A., when creating a regional Employment Center in Kondopoga. Particularly, a certain layout was used for the disposition of the facilities of the Center's different services.

Strategic Objective: 1
Country: Russia
Program Title: Reg. Econ. Development Officials III
Date of Training: 9/30/94 - 10/15/94
Provider: Suny Albany
PTP Code: 11894172
PDF or PIO/P Code: 777754
Participant Name: Lioubov Kormichkina

Director of the Employment Center of Orekhovo-Zuyevo, Lioubov Kormichkina (Regional Economic Development Officials III), took special interest in the organization of work in employment services in the U.S.A. She is using her NET experiences to facilitate interaction between towns' small business infrastructure. In particular, she has helped establish close interaction with educational institutions that provide training and consulting for entrepreneurs.

Strategic Objective: 1
Country: Russia
Program Title: Morozov Bus. Tr. Centers
Date of Training: 9/18/94 - 10/8/94
Provider: University of California, San Diego
PTP Code: 11894173
PDF or PIO/P Code: 777979
Participant Name: Ivan Kondratko

The emerging market economy in Russia can be very tough on enterprises that no longer receive the hefty subsidies they did under communism. Consider a company that makes railroad cars in the south Russian city of Novochoerkassk. The firm previously made 300 locomotives per year; now it makes 3 and has trouble selling those, which has resulted in huge financial losses for the company and layoffs for many of its employees. What to do?

Enter Ivan Kondratko. He is director of the Business Training Center in Novochoerkassk, part of a Russian initiative--called the Morozov Project -- to establish such centers throughout the country. In June 1995, Kondratko attended a USAID funded workshop on small business development in which all directors of Morozov training centers participated.

Following the workshop, Kondratko wrestled with ideas of how to revive the locomotive firm. He knew that trains were not in great demand, so a new product or service was needed. He conducted a survey of all the workers at the plant, asking if any of them could design and sew clothing. It turned out that many of them could, about 80 in all. Kondratko helped them devise a business plan, they raised money to buy equipment, and they founded a new division within the firm, one that makes and sells clothing. It is now making a profit.

“Only because of support from programs like NET is this kind of progress possible,” Kondratko says. “There is no alternative to the market in Russia; it is irrevocable. The workshop gave us information to help us succeed in a market economy.”

Organized by the Academy for Educational Development and the Foundation for Enterprise Development, the workshop was held at three different cities in Russia: Tula, Petrozavodsk, and Angarsk. It served as follow-up to NET programs on business development held in the US in 1994.

The main goal of the Business Training Center in Novochoerkassk is to create entrepreneurs and professional managers through education, financial and technical assistance, and information support from its library and database. Kondratko can cite many examples of how the center has succeeded in its mission. For example, an unemployed teacher recently came to the center asking for advice on how to translate his artistic skill into a viable business. The man took finance and management courses at the center and eventually rented a workshop for making ceramic dishes and vases. He now sells them in a shop in town and earns enough to make a good living.

In 1995, according to Kondratko, some 250 unemployed people trained at the center, and 50 percent of them have now either found jobs or have started small businesses. The center's success rate is such that the Novochoerkassk Administration proclaimed it the city's official business training program, and followed through with a grant of \$70,000 in 1995.

“We are considered a very important agency for the development of a market economy in this region,” says Kondratko. “We're trying to do a lot for businesses and for people.”

Strategic Objective: 1
Country: Russia
Program Title: Directors of Morozov Business Training Center
Date of Training: 11/7/94 - 11/18/94
Provider: University of California, San Diego
PTP Code: 11894173
PDF or PIO/P Code: 778005
Participant Name: Iouri Tsitko

Director of the Russian School of Entrepreneurs, Iouri Tsitko (Directors of Morozov Business Training), pointed out that the introduction to the infrastructure of small business support in the U.S.A. enabled him to make a better assessment of his own opportunities in that direction and concentrate efforts on organizing interaction with all organizations that support entrepreneurship in the region. Familiarization with the work of business incubators in the U.S.A. has helped make it possible to set up a business incubator in Tula on the base of the Russian School of Entrepreneurs. The training of beginning entrepreneurs at the School will be the basis for the first stage. A business plan has already been created for a future business incubator scheduled to begin operation in autumn of 1995.

Strategic Objective: 1
Country: Russia
Program Title: Privatization/Public Administration
Date of Training: 7/12/95 - 8/2/95
Provider: Clark Atlanta University
PTP Code: 11895126
PDF or PIO/P Code: 786103
Participant Name: Yuri Zavodchikov

Yuri Zavodchikov, Deputy Director of a Privatization Center and Chief of Privatization in the Yaroslavskaya region, said that his newly acquired knowledge will be used in a new project called "Nobel Entrepreneurship, Yaroslavl region." The purpose of this project is to support the development of entrepreneurship and the initiatives of the Children's Cinema Academy of Yaroslavl. Local authorities and representatives from large factories in the area have been briefed on the results of Mr. Zavodchikov's US training. He also stated that the linkages made with Clark Atlanta University and the University of Georgia have been very beneficial thus far.

Strategic Objective: 1
Country: Russia
Program Title: Privatization/Public Administration
Date of Training: 7/18/95 - 8/10/95
Provider: Mississippi Consortium for International Development
PTP Code: 11895128
PDF or PIO/P Code: 791962
Participant Name: Victor Petrasuk

Victor Petrasuk of the Russian State Antimonopoly Committee stated that he is using the knowledge gained during his NET training to help draft laws, and investigate cases of unfair competition and merging of companies. He will continue to use his newly gained knowledge as he attempts to implement change in his daily work and make his department more efficient.

Strategic Objective: 1
Country: Russia
Program Title: Defense Industry Conversion
Date of Training: 8/1/94 - 8/26/94
Provider: Clark University, Worcester
PTP Code: 11894084
PDF or PIO/P Code: 776169
Participant Name: Anatoli Gerachtchenko

Anatoli Gerachtchenko, (Defense Industry Conversion) Provost at the Moscow Aviation Institute, is systematizing all the information he acquired during classroom training and site visits in the US. He is going to publish a special manual based on US materials, including topics such as Finance and Accounting Issues in Business Activities, the American Decision Making System, Total Quality Management in American Industry, and others. The manual will be distributed among students at the institute for study and evaluation of its applicability in the Russian context. Mr. Gerachtchenko has also presented the key points of his training in a lecture to high-level educational executives at a session of the Institute's Academic Council.

Strategic Objective: 1
Country: Russia
Program Title: Defense Industry Conversion
Date of Training: 8/1/94 - 8/26/94
Provider: Clark University, Worcester
PTP Code: 11894084
PDF or PIO/P Code: 776176
Participant Name: Evgueni Kornienko

Evgueni Kornienko, (Defense Industry Conversion) Deputy Director General, JSC ASCOND, Moscow, said that his NET training provided him with a balance of theory and practical strategies for defense conversion. Mr. Kornienko heads a Moscow management firm that oversees 14 missile manufacturing plants and research institutes, all of them seeking a new role in the global economy. He uses his training in the daily management of companies engaged in defense conversion and supervised by JSC ASCOND. He is establishing business relationships with major consulting companies and manufacturing associations which are associated with JSC ASCOND.

Strategic Objective: 1
Country: Russia
Program Title: Defense Industry Conversion
Date of Training: 8/1/94 - 8/26/94
Provider: Clark University, Worcester
PTP Code: 11894084
PDF or PIO/P Code: 776177
Participant Name: Evguenii Kremenets

Evguenii Kremenets, (Defense Industry Conversion) Deputy Director General, Scientific Production Machine-Building Association, Moscow, said that his company has lined up foreign partners in non-military space technology, oil extraction and alternative energy sources, such as solar power cells. It has also been approached to participate in the development of a monorail in Russia. A major project, "Economy of Energy," is underway, in cooperation with several Swedish companies. Mr. Kremenets said that his NET training was very relevant to such projects.

Strategic Objective: 1
Country: Russia
Program Title: Defense Industry Conversion
Date of Training: 8/1/94 - 8/26/94
Provider: Clark University, Worcester
PTP Code: 11894084
PDF or PIO/P Code: 776194
Participant Name: Vladimir Mikhailov

As a result of her NET training, Natalia Koulaguina, (Defense Industry Conversion) Director General of JSC RATIBOR, introduced a Medical Services Program for her employees.

Strategic Objective: 1
Country: Russia
Program Title: Defense Industry Conversion
Date of Training: 8/1/94 - 8/26/94
Provider: Clark University, Worcester
PTP Code: 11894084
PDF or PIO/P Code: 776183
Participant Name: Natalia Koulaguina

As a result of her NET training, Natalia Koulaguina, (Defense Industry Conversion) Director General of JSC RATIBOR, introduced a Medical Services Program for her employees.

Strategic Objective: 1.2
Country: Russia
Program Title: State Statistical Committee II
Date of Training: 7/9/95 - 7/28/95
Provider: George Washington University, VA Campus
PTP Code: 11895087
PDF or PIO/P Code: 785378
Participant Name: Serguei Iliachenko

Serguei Iliachenko, Chairman of the Dagestan Republic State Statistics Committee, implemented the knowledge acquired in the U.S. in a new registration system for upcoming reports. For this purpose the Statistics Committee was computerized and two or three types of software and scanners for information input were bought. Mr. Iliachenko arranged training in basic computer skills for his staff. He also introduced detailed job descriptions for each position, initiated new duties and responsibilities and supervised step-by-step achievement of objectives. In addition, he delivered a series of lectures on these issues for his colleagues and shared his new knowledge with them.

Strategic Objective: 1.2
Country: Tajikistan
Program Title: Regional Economic Development
Date of Training: 9/17/94 - 10/8/94
Provider: SUNY Albany
PTP Code: 11894212
PDF or PIO/P Code: 784693
Participant Name: Vladimir Moltchanov

- worked collaboratively to create the first agencies to support small businesses
- assisted a group of student/training entrepreneurs to open and manage a public laundromat

Moltchanov, the chief expert on small business development in the Mayor's office, assisted in the creation of St. Petersburg's first agencies to support small businesses, while relying on examples observed and information gathered from his US training. These agencies will lobby for economic reform, teach business skills, improve the city's infrastructure and provide tax credits to fledgling businesses. Moltchanov is confident that these agencies will do much to promote small businesses in Russia: ". . . no such structures have existed. Now, if a person has a food idea but no money, our goal is to help them. We'll support any business that can provide a good service or product."

One example of the support given to small businesses is the establishment of St. Petersburg's first public laundromat. Although the effort also involved the USAID-funded Business Support Center of St. Petersburg, Moltchanov, using knowledge gained from his US counterparts, and the information the students learned on the laundry business, greeting customers, site selection, market research and financial management helped a group of entrepreneurial students from the center open the laundromat. The facility also serves as a training program for the students. With twenty Maytag washing machines and dryers, the facility gives students plenty of hands on experience. For example, each student must complete sixty hours of work in the laundromat before completing the program.

Moltchanov says that the city's efforts to boost small business development are increasing and are beginning to pay off: "We have tried to apply the knowledge we took home from the US . . . My knowledge had always been fragmented; now I can put things together. I can see how things are implemented."

Strategic Objective: 1.3
Country: Russia
Program Title: Agribusiness Management V
Date of Training: 11/28/95 - 12/21/95
Provider: International Center of Agricultural and Resource
PTP Code: 11895001
PDF or PIO/P Code: 785417
Participant Name: Dmitri Kalinin

Mr. Kalinin, the Rector of Tula Institute of Management and Agribusiness, utilized the knowledge and skills acquired in the U.S. in establishing daily production cooperatives, with community producers holding controlling shares.

Strategic Objective: 1.3
Country: Russia
Program Title: Farming Operations
Date of Training: 11/16/94 - 12/6/94
Provider: University of Wisconsin, River Falls
PTP Code: 11894036
PDF or PIO/P Code: 784901
Participant Name: Vitali Tcherniak

Mr. Tcherniak, a farmer, successfully implemented new animal breeding methodologies learned in the U.S., such as animal care and selection and rationing of food, in his farming activities. As a result, the productivity of his farm has risen significantly.

Strategic Objective: 1.3
Country: Russia
Program Title: Business Economics Teacher Training
Date of Training: 8/21/95 - 9/11/95
Provider: University of Alaska, Anchorage
PTP Code: 11895150
PDF or PIO/P Code: 223901
Participant Name: Niourgouiana Fedorova

As a teaching assistant at Yakutsk State University Economic Department, uses American teaching. Students also analyse and study the written materials brought from the U.S.

Strategic Objective: 1.3
Country: Russia
Program Title: Business OJT/Start Up I
Date of Training: 9/19/94 - 9/30/94
Provider: Washington State University (ELT), Pullma
PTP Code: 11894137
PDF or PIO/P Code: 775546
Participant Name: Serguei Chibaev

Serguei Chibaev, Vice President of "Granit" company, said that the training provided him with basic accounting skills. He learned new management techniques and established excellent linkages with his counterparts in the US. He is planning to cooperate in producing toys with US toy manufacturers.

Strategic Objective: 1.3
Country: Russia
Program Title: Agricultural Policy Development
Date of Training: 7/5/94 - 7/22/94
Provider: Colorado State University, Fort Collins
PTP Code: 11894024
PDF or PIO/P Code: 775319
Participant Name: Alexandre Turovsky

The head of the Moscow City Government Information & Analytical Center, Alexandre Turovsky, participated in an Agricultural Policy Development program in Colorado which made him to establish business contacts with various cooperatives and firms. As a result of business meetings and negotiations with the Ball Corporation, Turovsky is planning a joint venture packaging plant in Russia.

Strategic Objective: 1.3
Country: Russia
Program Title: Property Management and Maintenance
Date of Training: 11/5/94 - 11/19/94
Provider: Quadel Consulting, Washington, DC
PTP Code: 11894122
PDF or PIO/P Code: 785246
Participant Name: Ivan Bannikov

"If there had been no training in the US," says Ivan Bannikov, president of the second largest property management firm in Moscow, "I wouldn't be in this business."

At the time of the USAID-funded NET program on property management in 1994, the Russian government was unwilling to let private firms take over the maintenance of apartments. Some small firms existed but they were not allowed to expand. Therefore the main benefit of the program, according to Bannikov, was to make government officials think about the issue. With a smile he notes that those officials who attended the program were persuaded to let private companies such as his manage and maintain apartments.

The NET program, both its US training phase and the follow-up workshop in Moscow, allowed Bannikov to establish contacts which helped him win many of his maintenance contracts. Held in February 1996, the workshop was organized by the Urban Institute, under contract to the Academy for Educational Development. Bannikov says the workshop was valuable in simply bringing together business people and government officials who rarely meet and hence have little understanding of each other's problems. It provided a forum for people like himself to display their qualifications and to gain the trust of those in government who determine housing policy.

"Officials were present who talked with us about the future expansion of our businesses," Bannikov says. "Because of their participation they came to believe that there is no alternative to using private maintenance companies."

Until recently, professional property management has not existed in Russia. The reason, according to Bannikov, is that the government essentially gave away apartments, and the little that people did pay for them was not enough for the state to cover maintenance costs. The change began slowly and is only now picking up speed. In 1993 Bannikov's company, Santechnika Complex, managed 767 apartments. By 1994 the number was 4,500 and by 1995 it had jumped to 25,000; and Bannikov is currently negotiating for another 15,000 apartments.

Still poor management of housing stock is an ongoing crisis. "The ten regions of Moscow all have different systems of finance for apartment maintenance," Bannikov says. "It doesn't make sense. Maybe government officials now realize they cannot reform maintenance without us. We on the bottom know all the problems; at the top they don't always understand."

"I would like to send them all on a NET program."

Strategic Objective: 1.3
Country: Russia
Program Title: Training for Trainers, Small Business I
Date of Training: 9/17/94 - 10/8/94
Provider: SUNY Binghamton
PTP Code: 11894181
PDF or PIO/P Code: 777900
Participant Name: Stanislav Stoliarov

Potato chips are available for the first time in the city of Orekhovo-Zuevo, sixty miles east of Moscow. Stanislav Stolyarov (Training for Trainers, Small Business I), director of the city's Business Center, who attended a Regional Economic Development program on how to set up small business "incubators," took the idea home with him after seeing potato chip manufacturing businesses in the U.S. He also looked at businesses ranging in size from a two-person diaper service to McDonald's. Since April, the Business Center has helped five entrepreneurs launch new businesses, including potato chip production, car jack manufacture, pork breeding, textile production and a gas station.

"The knowledge we got in the U.S. is real and can be implemented," says Stolyarov. "No book or lecture can replace that program. We learned how we really could assist people in opening and running businesses."

The Business Center offers start-up financial assistance and management training courses which include marketing, accounting, taxation and law. The Center also solicits business plans from regional entrepreneurs, and authors of the best plans are sent to Moscow for additional training. "We'll then help find investors for the new businesses," Stolyarov says.

The Center trained 200 people last year and expects the number to be 800 this year. To improve the organization's efficiency, Stolyarov plans to purchase modern office equipment from U.S. companies, including IBM computers and a Xerox Fax machine. These will help the Center tap into a database in Moscow with information from other business centers across Russia. There are now 37 such centers in the country; that figure is expected to rise to 100 in the next two or three years.

Strategic Objective: 1.3
Country: Russia
Program Title: Training for Trainers, Small Business I
Date of Training: 9/17/94 - 10/8/94
Provider: Suny Binghamton
PTP Code: 11894181
PDF or PIO/P Code: 777887
Participant Name: Edouard Korotkov

Edouard Korotkov (Training for Trainers, Small Business I) commented on the high efficiency of student polls that Americans use to rate trainers and to find out the expectations and fears the trainee may have when embarking on a course. At present such polling has become permanent practice at the classes with Korotkov's students and at Morozov Project seminars. It makes it possible to establish a dialogue with trainers and to have feedback from them, to study the trainees' needs in a deeper way, and to analyze their preferences and negative assessments of training models.

Strategic Objective: 1.3
Country: Russia
Program Title: Commodity Storage I
Date of Training: 9/1/94 - 9/26/94
Provider: Mississippi State University
PTP Code: 11894025
PDF or PIO/P Code: 777130
Participant Name: Vladimir Bakharev

Vladimir Bakharev, Deputy Director of a vegetable producing plant, applied the knowledge acquired in the U.S. training in improving quality control and production storage conditions. Currently, on-line control is being conducted on vegetable processing lines and loading/unloading of trucks has been automated.

Strategic Objective: 1.3
Country: Russia
Program Title: Training for Trainers, Small Business I
Date of Training: 9/17/94 - 10/8/94
Provider: Suny Binghamton
PTP Code: 11894181
PDF or PIO/P Code: 777874
Participant Name: Nikolai Filinov Tchernyc

Professors Vladimir Godin and Nikolai Filinov (Training for Trainers, Small Business I) said that during their NET training, they had been introduced to the computer version of the business game "The Business Enterprise Simulator," which can be used to model the work of the manager of a firm in free market conditions. When the training was over, each participant got a diskette and a game description. On its basis Godin and Filinov helped design a Russian version which is widely used in classes. Last November, this game was shown at one of the Morozov seminars.

Strategic Objective: 1.3
Country: Russia
Program Title: Construction Management I
Date of Training: 9/12/94 - 9/30/94
Provider: University of Wisconsin, Menomonie
PTP Code: 11894118
PDF or PIO/P Code: 777786
Participant Name: Sergei Churochkin

BUILDING A PRIVATIZED CONSTRUCTION INDUSTRY MAKING THE FREE MARKET WORK IN EKATERINBURG

What do Coca Cola, Philip Morris, Bristol Meyers, Russia's federal treasury, and the American Business Center have in common?

Give up?

They all have used or are using a construction firm called Ural Monolith to find or build space for them in Russia's third largest city, Ekaterinburg, located 900 miles east of Moscow.

Founded in 1992, Ural Monolith was the first private construction company in the city and has remained a leader in the industry. The firm's directors pride themselves on not merely surviving but thriving in Russia's new and bruising free market.

"We've never relied on funding from the city budget," says marketing director Sergei Churochkin. "We started with zero earnings in 1992 and now we're a multi-million dollar company."

Operating in unstable and inflationary times, Ural Monolith's executives have grown adept at taking risks that pay off. They routinely buy land and only then seek customers for construction. "We have a number of prepared sites and can start building tomorrow if you like," says Churochkin, flashing a smile that offers to close a deal immediately.

Churochkin's confidence and Ural Monolith's success owe something to his having participated in an exchange and training program on construction management funded by the United States Agency for International Development. In September and October of 1994, Churochkin and 15 leading Russian builders traveled to the US for three weeks of intensive training.

Administered by the Academy for Educational Development, the program was held at the University of Wisconsin, Stout, and consisted of lectures, group discussions, and site visits to places such as Chippewa Home Builders, Anderson Windows, and the Minneapolis Public Housing Authority. Topics of study included construction process, quality control, project procurement, and cost estimating with computer applications.

On returning from the US, Churochkin explained what he had learned to his colleagues at the firm. "I told them about the training and brought lots of materials," he says, citing examples: "Drafts of contracts, information on how to prepare a budget, how to do cost estimates, how to write a business plan---all these have helped us to improve our business. We're now using a new method of estimating costs. And writing better business plans helps us work with bank officials here. They pay attention to these things."

A three-day seminar, held separately in four Russian cities, served as follow-up training for participants who attended a variety of NET construction programs in the US. Conducted by ECOS International, the seminars focused on the business side of the construction industry, highlighting topics such as project bidding and development of joint ventures.

The increased professionalism offered by such training has been important to Ural Monolith's success. In 1992 the company had a total of three construction projects; now, in 1996, it has 12 projects going simultaneously. One of the projects underway is the construction of 58 row townhouses, the first such single-family homes built in Ekaterinburg. The project is also historic because the site was purchased from the city in 1993 in what was the first closed-tender bidding sale of land offered by a municipality in Russia---a crucial step in the privatization of real estate and the emergence of land and housing markets.

PADCO, or Planning and Development Collaborative International, a USAID-funded contractor working on the project, assisted both the local administration and construction firms in the bidding process.

"The townhouses are not yet ready," says Churochkin. "Only the foundations are built, yet people are already buying them. So far one-fourth of the homes have been sold." Each townhouse has a two-car garage and even a small yard, "which is almost unheard of in Russia." Given the demand for upscale housing in the area, he predicts the firm won't have any trouble selling all the townhouses. If he is right, Ural Monolith's profit from the project will be at least \$3.5 million.

As an example of Ural Monolith's drive and creativity, Churochkin recounts how the firm won a large contract in 1994. "We saw an advertisement in the newspaper saying that an uncompleted building was for sale. Actually it was only a foundation. And we knew that the federal treasury was looking for a site in Ekaterinburg to build its own office space, but even for federal officials this would take more than a year to jump through all the hoops for a construction permit. So we brought the officials to the site of the building in the ad and we told them to buy it. They did and we rebuilt the whole structure for them. In the process we saved the federal people a lot of time and we made a nice profit."

Ural Monolith is now working to choose a site for a future Coca Cola plant in the region. When the time comes, says Churochkin, "We'll certainly bid on the construction of it."

These days Ural Monolith seems to be providing shelter for everything and everybody. A US embassy official recently stationed in Ekaterinburg is leasing space from....You guessed it, Ural Monolith.

Strategic Objective: 1.3
Country: Russia
Program Title: OTJ Training, Retail and Wholesale
Date of Training: 8/22/94 - 9/9/94
Provider: Indiana Training Exports
PTP Code: 11894138
PDF or PIO/P Code: 776249
Participant Name: Mikhail Anissimov

When the communists shut down the privately owned Singer Sewing Machine company after the 1917 Revolution, they must have thought it was gone forever. The famous sewing machines are still not being manufactured in Russia, but for the first time in 75 years they are being sold here.

One of the reasons for this is the business savvy of Michael Anissimov. He is general director of Notehn Company in the City of Saratov, located 500 miles east of Moscow. In a region of 3 million people, Anissimov is the sole distributor of Singer Sewing Machines. He attributes recent brisk sales not only to his favorable market position but also to the information and training he got from a USAID funded NET seminar on business management in June 1995.

"Before the seminar we thought only of buying and selling, nothing more," Anissimov says. "There was no planning. Afterwards we saw more options; we began to think ahead and organize better; we started thinking more about marketing and advertising."

The additional planning has worked. At the time of the seminar Anissimov was selling roughly 25 machines per month. Now, less than one year later, sales are averaging 300 per month. In that time his revenue increased from \$10,000 per month to \$90,000; and the business continues to grow. Anissimov now rents space to display sewing machines in three Saratov stores; by the end of the year he plans to open his own store exclusively for Singer machines and products.

Organized by the Academy for Educational Development and Indiana Training Exports of Indianapolis, the NET seminar was attended by 80 Russian entrepreneurs and was held at three different sites in Russia: Moscow, Samara and Saratov. It served as follow-up to a variety of business related NET programs held in the United States in 1994 and 1995. More than 100 Russian business people took part in those programs.

The study and discussion of advertising at the seminar was of great value to Anissimov. "It was very helpful to bounce ideas off professionals in the field," he says. "Our company used to have only announcements in the newspaper. Now we have advertisements on radio and television and in the newspaper and yellow pages; and they're very attractive ads."

An employee of Anissimov's, who also attended the seminar, says the lectures and workshops on business planning have helped Notehn systematize its operations. Periodical decisions about which machines to reorder from the manufacturer and which products and parts to order --previously done haphazardly--now are done according to an orderly accounting system, the employee says.

Anissimov says that after the seminar he met with his four employees to discuss what he had learned. "We began talking, together more and planning for the long term. We want to continue increasing our sales, and to take the business to a higher level."

Strategic Objective: 1.3
Country: Russia
Program Title: Commodity Storage I
Date of Training: 9/1/94 - 9/26/94
Provider: Mississippi State Univeristy
PTP Code: 11894025
PDF or PIO/P Code: 777141
Participant Name: Fridrikh Timoshenko

Mr. Timoshenko applied the knowledge acquired in the U.S. in managing a Farmers' Association and developing interaction with farmers. He used the principles of lobbying in presenting farmers' interests in the government. Mr. Timoshenko developed a business plan for his Association and presented it to American partners. He was also involved in the process of establishing a corporate farming enterprise based on the example of U.S. seed producing companies. Mr. Timoshenko maintains contacts established in the U.S. with seed producing companies of Petoseed and Pennington Seeds.

Strategic Objective: 1.3
Country: Russia
Program Title: Commodity Storage
Date of Training: 9/1/94 - 9/26/94
Provider: Mississippi State University
PTP Code: 11894025
PDF or PIO/P Code: 777131
Participant Name: Ivan Baltaev

Mr. Baltaev thinks that the U.S. based training program changed his vision of farmership in Russia completely. He is in the process of creating a farmers' partnership based on four farms, following U.S. structures.

Strategic Objective: 1.3
Country: Russia
Program Title: Agricultural Animal Breeding
Date of Training: 6/21/94 - 7/8/94
Provider: American Breeders Association
PTP Code: 11894015
PDF or PIO/P Code: 775285
Participant Name: Alexei Pokazaniev

Alexei Pokazaniev is building a meat processing plant in Russia's Kaluga region. Mr. Pokazaniev consulted with an American contact, Mr. Rulon Brown in the design of the plant, management tips, building additional outdoor feeding lots, and using artificial insemination for breeding agricultural animals. Mr. Brown also sent USDA approved layouts for meat plants to the participant. Pokazaniev and Brown indicated that they will continue to work together to insure the successful completion of the meat processing plant.

Strategic Objective: 1.3
Country: Russia
Program Title: Farm Bureau Management
Date of Training: 3/17/94 - 4/1/94
Provider: Citizens Network for Foreign Affairs, DC
PTP Code: 11894002
PDF or PIO/P Code: 774826
Participant Name: Alexandre Rodin

You are a wheat farmer and can not get a fair price for your crop. One large mill in your region has a monopoly and forces you to sell your grain for almost nothing. What do you do?

Wheat farmers in the Black Sea region on Rostov-on-Don have answered that question by building their own mills and bakeries, processing the grain and baking the bread themselves. The project, called "Farmer's Bread", is organized by the Rostov Regional Association of Farmers and Agricultural Cooperatives. The association, headed by Alexander Rodin, persuaded the Rostov Regional Government to provide financial credits in support of the effort.

To learn how to develop such an association and to study ways of assisting farmers, Rodin attended the USAID funded NET Program on farm bureau management in the United States in March 1994. A follow-up seminar on business management, combining participants from a variety of NET Programs, was held in October and November of 1995 at four different sites in Russia: Moscow, St. Petersburg, Ekaterinburg and Sochi. In all, 103 Russians from throughout the country took part.

"We visited the Kansas Farm Bureau and studied the assistance they give to farmers," says Rodin. "That helped us realize how to create an association with our farmers."

The follow-up seminar was organized by the Academy for Development and the Foundation for Enterprise Development of Washington, DC in cooperation with the Morozov Project. Its focus was the application of management techniques in the current transitional phase of the Russian economy. One topic particularly helpful to Rodin was the determination of credit risk, since his association shares some of the financial risk of the loans given to farmers. As yet the default rate has been insignificant.

"Farmer's Bread" was launched near the end of 1994 and has evolved into a highly successful venture, the first of its kind in Russia, according to Rodin. So far it has built 40 mills and 40 bakeries that serve roughly 100,000 people, and demand continues to exceed capacity. "On average each bakery sells 400 loaves a day," says Rodin, adding that he expects another 120 bakeries to be built in the coming years. Baking equipment for the facilities already built was purchased from both American and Russian companies.

The new bread outlets please not only farmers who get a better return on their grain, but also many people in rural areas where bread deliveries from the state factory came only once a week. The association purposely built mills and bakeries in these regions. "We brought production closer to the customer," says Rodin. "There had been one big mill 50 kilometers away where grain was being processed. Now there are many little mills. And the bakeries address the needs of those who weren't getting fresh bread."

In addition, the prices at these "mini-bakeries" are lower and the services better than at the large state bakeries. Personalized service is a new feature, with customers able to order wedding cakes and other baked goods for special occasions.

Higher quality bread and cheaper, with better service," says Rodin. "The state never did that."

Strategic Objective: 1.3
Country: Russia
Program Title: On the Job Training: Wholesale/Retail
Date of Training: 8/22/94 - 9/9/94
Provider: Indiana Training Exports
PTP Code: 11894138
PDF or PIO/P Code: 776251
Participant Name: Andrei Doudine

Andrey Doudine is a young Russian businessman with a fondness for English phrases. The important thing in his business, he says, "is to keep the ball rolling"--that is, to keep searching for new customers, new opportunities, new ways of succeeding.

Recently Doudine found all three, the result of a USAID-funded NET seminar on business management in which 80 Russians studied finance, accounting and marketing. It was the segment on writing business plans that helped Doudine win a lucrative contract from the City of Saratov, where he lives.

Doudine, 35, is director of a small company called Saratov-Analyt, which sells industrial equipment such as space heaters, electrostatic filters, safety gauges, ventilators and vacuums. "We help people get what they need," he says.

One thing the people of Saratov have needed for a long time is a new water treatment system. At 120 years old, the current system is obsolete. Doudine, using a business plan modeled after those he studied in the NET seminar, persuaded Saratov officials to set up a partnership between him and the city for the purpose of overhauling its water treatment facility. Under the plan, Doudine will use public funds to find and purchase the necessary equipment and technology for the project. The agreement, signed in April 1996, will net Doudine's company \$45,000 in its first year of work for the city.

"The city invests its money and we invest our experience, information, and marketing skills," says Doudine. "It's a perfect match so we decided to work together. The business plan we showed city officials proved to them that our company was capable of doing the job."

The NET seminar held in the Spring of 1995 took place in three different Russian cities: Moscow, Samara and Saratov. Organized by the Academy for Educational Development and Indiana Training Exports, the seminar consisted of lectures, workshops and site visits to joint ventures between Russian and Western companies. In addition, participants developed personal business strategies and action plans.

The partnership with the city is only one of many successes that Saratov-Analyt has to its credit. The company was recently chosen as a regional distributor for Masco Corporation of Tucson, Arizona. Masco makes Delta faucets and Weiser door knobs and locks. Doudine says he currently has \$15,000 of equipment from that company.

In 1995 Doudine met officials from DESA International of Bowling Green, Kentucky and shortly after that Saratov Analyt began to distribute industrial space heaters for DESA.

"Our first year in business (1992) we were like blind puppies," says Doudine. "Our job is to get people the equipment they need, and year after year we got better. The NET conference taught us that the most important thing is to know our customers and their needs. We're trying to follow that advice."

Strategic Objective: 1.3
Country: Russia
Program Title: Project Management
Date of Training: 6/28/95 - 7/19/95
Provider: California State University, Fresno
PTP Code: 11895127
PDF or PIO/P Code: 786181
Participant Name: Ivan Kazantsev

- successfully implemented an elaborate plan to make a financially strapped privatized beer company in Novgorod profitable in less than a year
- raised \$400,000 to help keep local businesses running
- was promoted to the position of Chief Investment Officer for Novgorod

Armed with strategies for project management gained during US training, Kazantsev implemented a complicated scheme to rescue a recently privatized beer company, called Deka, in Novgorod. The company needed to install new equipment to produce good-tasting beer, but since the equipment cost \$150,000 and the factory was already \$500,000 in debt, no investors were willing to take the risk. To save Deka, Kazantsev arranged for it to deliver grain to a second brewery in exchange for beer rather than cash. Kazantsev then contracted for the beer to be delivered to a third company, which would pay for it in fish. The city of Novgorod then sold the fish in the city market, and used the profits to purchase new equipment for Deka.

Kazantsev used his NET experience to raise \$400,000 to help keep other small businesses in Novgorod afloat.

On his return from NET training, he was asked to serve as Novgorod's Chief Investment Officer.

Strategic Objective: 1.3
Country: Russia
Program Title: Training for Trainers, Small Business I
Date of Training: 9/17/94 - 10/8/94
Provider: Suny Binghamton
PTP Code: 11894181
PDF or PIO/P Code: 777878
Participant Name: Vladimir Godine

Professors Vladimir Godin and Nikolai Filinov (Training for Trainers, Small Business I) said that during their NET training, they had been introduced to the computer version of the business game "The Business Enterprise Simulator," which can be used to model the work of the manager of a firm in free market conditions. When the training was over, each participant got a diskette and a game description. On its basis Godin and Filinov helped design a Russian version which is widely used in classes. Last November, this game was shown at one of the Morozov seminars.

Strategic Objective: 1.4
Country: Russia
Program Title: Banking Academy Faculty
Date of Training: 7/25/94 - 8/12/94
Provider: University of Colorado, Boulder
PTP Code: 11894079
PDF or PIO/P Code: 775726
Participant Name: Alexandre Klimov

Alexandre Klimov, (Banking Academy Faculty) Professor of Information Technology, said that his first exposure to the US financial service industry had made a major impact on his professional skills. He is actively working on technical improvements for all finance-related projects in his home town of Togliatti. He is currently creating a new accounting system based on formats learned in the US. An integral part of the system will be the establishment of special institutions supporting investment activities in Russia.

Professor Klimov is planning to use his newly acquired financial analysis skills to evaluate all financial projects submitted for approval in Togliatti.

Strategic Objective: 1.4
Country: Russia
Program Title: Financial Accounting & Advanced Mgmt.
Date of Training: 3/6/95 - 3/31/95
Provider: University of California, Riverside
PTP Code: 11895010
PDF or PIO/P Code: 785650
Participant Name: Tamara Karandeeva

Senior Accountant at Joint Stock Company "Rosgasificatia". "I successfully implemented the knowledge acquired during the U.S. training in my work. In particular, I utilized cash from the company, that would normally be on reserve, to buy bonds from various banks and made some profit."

Strategic Objective: 1.4
Country: Russia
Program Title: State Tax Service
Date of Training: 3/9/95 - 3/24/95
Provider: Internal Revenue Service
PTP Code: 11895086
PDF or PIO/P Code: 785712
Participant Name: Valentina Smourygina

TAXWOMAN COMES TO ROSTOV, AND IT'S GOOD NEWS IN ONE RUSSIAN TOWN TAX COLLECTION IS TRANSFORMED

Valentina Smurygina is one of the most feared people in the Russian town of Rostov. According to her, that's exactly as it should be. Being feared is a professional requirement. Smurygina is chief tax inspector of the town and surrounding region, located 100 miles northeast of Moscow.

"We're trying to persuade people that taxes are as unavoidable as death," she says, laughing.

In recent years, death has been far more certain. Low tax collection has plagued not only Rostov but all of Russia, making the transition from communism to capitalism all the more difficult. Depleted government coffers are blamed for a number of societal ills, including unpaid workers, underfunded schools and cultural institutions, and meager pensions for the elderly.

At least in her region, Smurygina hopes to change all that. A few thousand citizens of Rostov recently found evidence of change in their mailboxes. In September, 1996, for the first time ever, the region's 3,000 businesspeople received tax forms. Under communism and after, individual Russians were not obliged to file taxes; the state collected the sums directly from factories and other places of work.

The new tax packet, right down to the polite form letter, was modeled after that sent out in the United States. In March 1995, Smurygina was one of 25 Russian tax officials who got a close up look at the US tax system when she attended a three-week training program funded by the United States Agency for International Development. Held in New York City and Washington, DC, the program was organized by the Academy for Educational Development and the Internal Revenue Service. Participants got a crash course in running a tax collection agency, with emphasis on topics such as employee management, investigation procedures, information systems, and taxpayer services.

"In the US we saw that each taxpayer gets a tax package," says Smurygina, "so we're trying that here. This is the first time we've done this in Russia. Before we dealt only with enterprises."

Smurygina and other tax officials across Russia are at the forefront of an overhaul of the tax system. Five years ago there were no local tax departments. All tax collection was handled by the Finance Ministry from one central location in Moscow. Then in 1991 President Boris Yeltsin mandated the creation of an independent tax agency such as the IRS, with branches in various cities. It is one of these branches that Smurygina has built up from nothing.

After returning from the US she adopted new practices that have since transformed tax collection in her region. In addition to sending out individual tax forms, perhaps the most significant change has been the relationship between tax collector and taxpayer. "When I came home from America," says Smurygina, "I gathered together all 130 employees of the department and I taught them what I had learned. I told them how things are done in the US and how the IRS treats taxpayers. I told them that we have some problems here, some things we need to change."

Education then became an important part of her department's activities. In Russia the tax collectors traditionally have had no responsibility to educate taxpayers on what they owe. If a new tax law was passed, the burden was on the taxpayer to read the law in a newspaper, understand it, calculate what they owe, and pay immediately. "That's probably the main difference between tax collection in the US and Russia," says Smurygina. "Our tax inspectors are not educators. Here the main task has been to find those who haven't paid and to say, 'This is the law, you must pay!' There was no respect given to the taxpayer. After my US experience this was all reversed."

Frequent seminars are now held for all those required to pay taxes, and a consulting office has been opened in the department. Here citizens can pick up written materials or talk with a tax official about any question they have.

"Not all businesses are prepared for a market economy," says Smurygina. "To be able to calculate taxes an accountant needs to be very skilled in laws and financing. Mistakes are big problems for businesses. And penalties often amount to more than the company makes in profits, so education is the main part of our job now. It's easy to bring a business to bankruptcy, but that doesn't make sense for the economy."

"The important point," she adds, "is that we are now approaching the taxpayer with respect and providing explanations. Now we have a situation where the director of an enterprise can come into our office angry and leave saying thank-you after receiving answers to his questions."

In September, 1995, two week-long seminars conducted by the IRS served as follow-up training for participants of the US program. Held in Moscow, the follow-up activities included lectures and roundtable discussions on US tax law and those elements of it that could be applied to the Russian context.

Following the training, Smurygina adopted additional new practices. For example, she has assigned an inspector to each large enterprise, as is done in the US. These officials serve not only as auditors but also as advisors and analysts for the companies. Also, Smurygina has introduced IRS's system of employee preparation, which involves a period of probation followed by a written examination.

The result of all these changes is increased tax collection for Rostov. Far fewer people are getting away without paying taxes now. In the past three years more than 1,000 businesses have been added to the tax rolls, according to Smurygina.

“We’re feared but also respected,” she says. “The only way to gain respect is through professionalization, and we now have 130 skilled professionals in the department.” Referring to the form letter sent out with the new tax packet, she says: “The extremely polite wording which we couldn’t have imagined before, that came from the US.”

Smiling, she read aloud, “Dear taxpayer....”

Strategic Objective: 1.4
Country: Russia
Program Title: Banking Academy Faculty
Date of Training: 7/25/94 - 7/25/94
Provider: University of Colorado, Boulder
PTP Code: 11894079
PDF or PIO/P Code: 775708
Participant Name: Alexandre Zintchenko

Alexandre Zintchenko, (Banking Academy Faculty) Director of Research and Development Center, Togliatti, is developing an idea to establish an international university in Togliatti, so as to share his new knowledge with many people from Samara and other regions who will be trained in banking and finance. He indicated that the US training improved his knowledge of Business Law, Economics of Banking and Marketing.

Strategic Objective: 1.4
Country: Russia
Program Title: Banking Academy Faculty
Date of Training: 7/25/94 - 7/25/94
Provider: University of Colorado, Boulder
PTP Code: 11894079
PDF or PIO/P Code: 775712
Participant Name: Andrei Volkove

Andrei Volkove, (Banking Academy Faculty) Dean of Togliatti’s Information Technology Department, is utilizing new approaches to financial analysis on the Municipal Pension Fund project in Togliatti. He is holding seminars for bankers in the Samara region with training content similar to the seminars he attended in the US. His NET training at the University of Colorado enabled him to introduce new subjects such as Assets and Liabilities, Economics of Banking, and Business Law in Banking. On his return from the US, he decided to review all the banking academy's educational plans and programs for financial and project managers.

Strategic Objective: 1.5
Country: Russia
Program Title: Securities and Exchanges II
Date of Training: 10/5/94 - 10/26/94
Provider: US Ombudsman Association, Anchorage
PTP Code: 11894040
PDF or PIO/P Code: 777803
Participant Name: Natalia Kholopova

Natalia Kholopova is the Manager of the Securities department of the commercial bank "Tavis." At this time, the most profitable (by using profit taxation) and least risky are operations with government securities (in private, government short-term bonds--government treasury bonds,) our bank began work with them, concluding a contract with corresponding depositories. In the near future, we plan to conclude future contracts on buying currency in funds received from government securities. We render services to clients by skillfully working with treasury bonds which carry poor revenue (buying treasury bonds at a price lower than nominal value.) The bank issued its own securities--depository certificates and plans to issue its own bonds.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market/Russian Stock Exchange
Date of Training: 4/11/95 - 5/2/95
Provider: Intradoss
PTP Code: 11895088
PDF or PIO/P Code: 785690
Participant Name: Marina Terekhova

Marina Terekhova is Chairperson of the City State Committee on State Property. She helped develop a packet of registration materials to acquire municipal funds. The funds are to be used in the construction of a water purification complex which is expected to save 2 billion rubles from the annual city budget.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market/Russian Stock Exchange
Date of Training: 4/11/95 - 5/2/95
Provider: Intradoss
PTP Code: 11895088
PDF or PIO/P Code: 785688
Participant Name: Viatcheslav Sigov

Viatcheslav Sigov, General Director of "AIP," a Russian investment company, created an analytical department to track trends in the stock market. He also helped establish an investment bank.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market Development/Registrars
Date of Training: 8/21/95 - 9/8/95
Provider: New York Institute of Finance
PTP Code: 11895001
PDF or PIO/P Code: 791838
Participant Name: Evgueni Lonski

Mr. Lonski is the director of joint stock company "LOKO". He restructured the accounting system, registration of stock purchases and sales, working with personnel, and contracting, in his company, and reassigned some responsibilities.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Markets/Russian Stock Exchange
Date of Training: 4/11/95 - 5/2/95
Provider: Intradoss
PTP Code: 11895088
PDF or PIO/P Code: 785604
Participant Name: Anatloy Kozlov

Anatloy Kozlov, head of the department dealing with state securities at the "Donzernoproduct" joint stock company has used his newly-gained knowledge to help create a new investment fund that will increase investment in the Rostov region. Possible areas for investment include factories, milling, groats production and alcohol production.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market/Russian Stock Exchange
Date of Training: 4/11/95 - 5/2/95
Provider: Intradoss
PTP Code: 11895088
PDF or PIO/P Code: 785901
Participant Name: Tatiana Kirsanova

Tatiana Kirsanova, Deputy Manager of the "Retro-Brock" joint stock company, has used the knowledge gained during her US training to help create a co-op non-profit fund called "Federal Loans." Investments in this fund will be invested in state securities and the assets of the fund will be managed by a consultant. The fund will be geared toward small and medium investors.

Strategic Objective: 1.5
Country: Russia
Program Title: Investment Project Leaders/ Morozov
Date of Training: 4/6/95 - 5/5/95
Provider: Clark Atlanta University
PTP Code: 11895089
PDF or PIO/P Code: 785692
Participant Name: Elena Stoianova

Ms. Stoianova, the Dean of Financial Academy at the Russian Federation Government, implemented the knowledge the acquired during the U.S. training in organizing three large seminars on financial management within the Morozov project. She also used written materials from the U.S. in her training. Some of the seminar participants were senior accountants and CEOs from large enterprises in Novocherkassk. Ms. Stoianova conducts financial analysis for various companies as a consultant. She has participated in publishing a Practical Guide to Financial Management/ Case Studies, and in preparation of a financial management textbook for universities. Investment analysis is one of the main topics to be addressed in this textbook. Naturally, U.S. methods of investment and financial analysis have been adapted to Russian conditions, methods of accounting, and current legislation.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market Development/Registrars
Date of Training: 8/21/95 - 9/8/95
Provider: New York Institute of Finance
PTP Code: 11895142
PDF or PIO/P Code: 791848
Participant Name: Vladimir Markov

Mr. Markov is the Director of the Deposit Fund of the North Caucasus Investment & Finance Company. He is involved in establishing "Kuban Registration Center" that would unite all the players in the regional securities market. Goals of the organization are: developing pricing principles, standard of an accounting system; and pricing of services.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market Development/Registrars
Date of Training: 8/21/95 - 9/8/95
Provider: New York Institute of Finance
PTP Code: 791836
PDF or PIO/P Code: 791836
Participant Name: Elena Mikhailova

Ms. Mikhailova is the General Manager of the North-Western Regional Funds Center. She utilized her knowledge in preparing all the documentation, software, and other organizational issues, aimed at creating a joint register for the region.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Market/Russian Stock Exchange
Date of Training: 4/11/95 - 5/2/95
Provider: Intradoss
PTP Code: 11895088
PDF or PIO/P Code: 776124
Participant Name: Igor Dalaksakouchvili

Igor Dalaksakouchvili, President of the "Norm" construction company has used the knowledge gained during his US training to assist in issuing municipal state bonds in Russia. His company plans to operate on the state securities market as a co-op shared fund institution. Mr. Dalaksakouchvili has also contributed to lectures and a text book on the real estate market since his NET experience as well.

Strategic Objective: 1.5
Country: Russia
Program Title: Construction Management/Finance
Date of Training: 2/22/94 - 3/4/94
Provider: Richard T. Pratt Associates
PTP Code: 11894010
PDF or PIO/P Code: 774773
Participant Name: Youri Romanov

During 1994-95, Mr. Romanov published two articles in Delovoy Mir and in Nezavisimaya Gazeta. The articles focus on construction management. Presenting some examples from American construction system, Mr. Romanov makes specific suggestions on how to implement some of its aspects in Russia in order to improve its current construction process. He thinks that in order to improve Russian construction management system, there need to be changes in many other related spheres, such as the system of loans and finances, mortgage laws, and other Real Estate investment options.

Strategic Objective: 1.5
Country: Russia
Program Title: Securities & Exchange Training III
Date of Training: 10/11/94 - 11/1/94
Provider: New York Institute of Finance, New York
PTP Code: 11894091
PDF or PIO/P Code: 778262
Participant Name: Daiva Latinite

Daiva Latinite, an economist at the Ministry of Finance, who attended a Securities and Exchange program is in the process of creating a system of registration for securities. The system will ensure the validity of securities and provide fast and reliable information on companies taking their stock public.

To learn how to set up a registration system, Latinite attended a Securities and Exchange program which included visits to the Securities and Exchange Commission, the New York Stock Exchange, Depository Trust Company, and other financial institutions. Participants also met with managers of Advanced Computing Edge, a firm specializing in software for currency and securities.

"Our goal is to open up information about securities," Latinite says. "If one organization is selling its securities somewhere in a far corner of Russia, then we want investors to know about it. We want to be able to offer them complete information, and at least to let them know that the securities are legal and valid."

The Russian government created a Securities Commission in 1994 and more recently decreed that all securities must be registered by the state. "In the U.S. I learned a lot about how to set up the system," Latinite says, "and I also paid attention to how quickly investors are supplied with information. We're working to achieve that level here. The program was a great stimulation for us. We realized that we have to work differently."

Strategic Objective: 1.5
Country: Russia
Program Title: Mortgage Banking I
Date of Training: 10/3/94 - 10/28/94
Provider: ABT Associates, Inc., Bethesda
PTP Code: 11894130
PDF or PIO/P Code: 778498
Participant Name: Vladimir Lebedev

MORTGAGE LOANS: HERE AT LAST

There was no use for mortgage loans in a country that for 70 years had outlawed private property. But that phase belongs to Russia's past, and so banks here have tentatively begun developing mortgage loan programs.

To gain experience and training in this uncharted financial territory, 26 Russian bankers attended a USAID-funded NET Program on mortgage banking in October of 1994. The program was designed to support USAID's Housing Sector Reform project, and it included money for technical assistance in Russia--assistance which continues in the form of periodic workshops and consultations administered by The Urban Institute.

One beneficiary has been Vladimir Lebedev, vice-president of Novobank in the city of Novgorod, located 100 miles south of St. Petersburg. On returning from the U.S. trip, Lebedev was able to increase the number of mortgage loans given by Novobank from only two or three in 1993 and 1994 to 50 in 1995. "It was an exceptionally useful program," says Lebedev. "Thanks to the information we got we've made some real progress."

Organized by the Academy for Educational Development and Abt Associates of Bethesda, Maryland, with help from Fannie Mae and The Urban Institute, the program provided training in loan underwriting, risk management, computer applications, marketing, and collections. The group visited Chase Manhattan Bank, Chemical Bank, the New York Stock Exchange, and The Mortgage Banking Association of America.

Novobank, which now allocates 1/2 percent of its assets for mortgage loans, uses techniques learned in the U.S. to bring sophistication to its lending practices. Prior to the trip, the bank had yet to develop loan forms and applications that were both standardized and comprehensive. "We now use full documentation similar to that in the U.S.," says Lebedev.

One of the most helpful aspects of the NET program, according to Lebedev, was learning how to assess a prospective client's ability to repay a loan. This is particularly difficult to do in Russia given that most Russians traditionally have not used banks and therefore have no credit history. To overcome this problem, The Urban Institute helped Novobank develop and implement a contract savings plan that helps customers build a credit history while at the same time putting money aside for a down payment on a mortgage. In joining the plan, a customer agrees to make a monthly payment toward 30 percent of a down payment. This allows the bank to monitor the account and to determine if the person is reliable in making payments. Along with helping people to save for loans, the bank also benefits by having additional funds to invest.

Another problem for banks offering mortgages in Russia has been the lack of a secondary market, which in the U.S. is provided by institutions such as Fannie Mae. At a forum attended by NET participants in the U.S., a representative of Fannie Mae lectured on the importance of that agency to the American housing market. The Russian bankers then returned home and successfully lobbied the government to establish a similar agency in Russia. President Boris Yeltsin recently signed a decree ordering the establishment of a federal mortgage agency.

This will provide banks with badly needed security, allowing them to sell packages of loans to the agency and thereby creating necessary liquidity.

In addition, The Urban Institute assisted Novobank officials by providing them with loan servicing software and by performing quality control reviews of their lending portfolios.

Lebedev praises the U.S. assistance effort. "We have to solve the problems that you have already solved," says Lebedev. "You can very much help us with your traditions. We can cooperate and understand better with your help."

Strategic Objective: 1.5
Country: Russia
Program Title: Investment Training for Leaders/Morozov
Date of Training: 4/6/95 - 5/5/95
Provider: Clark Atlanta University
PTP Code: 11895089
PDF or PIO/P Code: 775624
Participant Name: Nikolai Prokopiev

Mr. Prokopiev is the Dean of Financial Academy at the Government of the Russian Federation. He used the written materials acquired in the U.S. to organize three large seminars on financial management within the Morozov project; one of them included senior accountants and CEOs of large enterprises in Novocherkassk. As a consultant he conducted financial analysis of a number of other large companies, participated in the publication of a Practical Guide for Financial Management, and an official textbook for universities.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Markets/ Oil & Gas
Date of Training: 10/13/94 - 11/8/94
Provider: University of Alaska, Anchorage
PTP Code: 11894055
PDF or PIO/P Code: 784946
Participant Name: Vladimir Vinokurov

Mr. Vinokourov, Senior Specialist at the Industry Ministry of Sakha Republic, utilised the new skills learned in the U.S. in attracting more investments and loans for the oil and gas sector.

Strategic Objective: 1.5
Country: Russia
Program Title: Capital Markets/ Oil & Gas
Date of Training: 10/13/94 - 11/8/94
Provider: University of Alaska, Anchorage
PTP Code: 11894055
PDF or PIO/P Code: 784936
Participant Name: Petr Makarov

Mr. Makarov is the Chief Engineer at joint stock company Leningas. He participated in a joint Russian-American experimental project of installing polyethilen pipelines from Maskell-Robins and evaluating their quality according to Maskell-Robins standards.

Strategic Objective: 1.6
Country: Russia
Program Title: Economic & Financial Analysis of Energy
Date of Training: 11/21/94 - 12/20/94
Provider: Arthur D. Little
PTP Code: 11895008
PDF or PIO/P Code: 784765
Participant Name: Vladimir Boiarchuk

Vice president of joint stock company "Boguchangesstroj". Mr. Boiarchuk utilized the knowledge acquired in the U.S. training in the decisionmaking process and working with young, newly hired employees. Currently, the company has a economic-financial department, which conducts analysis of activities in all the departments, as well as developed strategic plans fro future development. The company prepared a marketing booklet targeted at attracting foreign investments.

Strategic Objective: 1.6
Country: Russia
Program Title: Integrated Resource Planning
Date of Training: 11/30/94 - 12/21/94
Provider: Association of Energy Engineers
PTP Code: 11895015
PDF or PIO/P Code: 785542
Participant Name: Filipov Vitali

Director of Joint Stock Company "Chuvashenergo"; and South Power Networks. The knowledge acquired during the U.S. training is being utilized in training the personnel. Presently, our company has a computerised system of production control. To bring the level of technology to the U.S. standards we need 5-10 years more, but it is realistic to expect such progress. In order to bring about all the necessary changes and improvements a legislative basis is necessary. For this purpose we plan on nominating some members of parliament familiar with the issues. The tangible result of the U.S. training was establishing a computerized control system in our company.

Strategic Objective: 1.6
Country: Russia
Program Title: Integrated Resource Planning
Date of Training: 11/30/94 - 12/21/94
Provider: Association of Energy Engineers
PTP Code: 11895015
PDF or PIO/P Code: 785526
Participant Name: Nikolai Khromov

The chief engineer of joint stock energy distributing company "Volgogradenergo", Mr. Khromov, made some structural changes in all the enterprises of his company after his return from U.S. training. Namely, he installed automated control systems in all of the energy distribution enterprises.

Strategic Objective: 1.6
Country: Russia
Program Title: Rural Community Development
Date of Training: 12/3/94 - 12/17/94
Provider: Land of Lakes
PTP Code: 11894167
PDF or PIO/P Code: 785410
Participant Name: Leonid Krouglov

- published two articles on American life in the magazine "Sel'skaya Zhizn"
- increased knowledge of agricultural production and processing, cooperatives, and the role of rural NGOs and banks in the agricultural sector

Leonid Krouglov is educating Russian farmers and the general public about rural community development and life in the United States. Krouglov, a journalist for the Russian magazine "Sel'skaya Zhizn," traveled to the US with Russian agriculture, construction, and financial specialists for a two-week NET training in rural community development. Immediately upon his return, he published the first of two articles on what he had learned. In his first article, which is called, "From a ship to a ball," Krouglov describes farmers' lives, agricultural production and processing, and cooperatives. He also details the role of rural NGOs, charities, and banks in American agriculture.

While he was in the US, Krouglov had the opportunity to observe an American-Indian festival held in Minneapolis. He was able to interview many American-Indians, and described their lifestyles and customs. The article is accompanied by a photo of two American-Indians in traditional costumes.

In Krouglov's second article, titled "We shall overcome," he writes about other impressions during his US training. He conveys the impressions of "freedom" and America's melting pot; as well as his visits to various war memorials.

Strategic Objective: 1.6
Country: Russia
Program Title: Principles of Coal Company Management
Date of Training: 9/21/94 - 10/17/94
Provider: Partners in Economic Reform
PTP Code: 11894059
PDF or PIO/P Code: 778136
Participant Name: Alexei Krylovski

Alexei Krylovski, (Principles of Coal Company Management) is chief of strategic analysis and information systems at Rosugol, Russia's state-owned coal company. He says the U.S. program taught him about a key element of reform that now occupies much of his time - the implementation of a communications network that links all of Russia's 280 mining operations. It is this system that allows managers to shop around and to take responsibility for the fate of their own mining operations, bringing an entrepreneurial spirit to the industry. "Here I can shake the old system of material supply," Krylovski says. "Now nobody can make a director do anything. He can buy anywhere he wants. He has access to commercial information."

What Krylovski found most attractive about the U.S. was the free flow of information. "In Russia the traditional method of information exchange was like a pyramid where all streams led to the top. But a normal system should have streams leading in all directions. In the U.S. we became convinced that we could do this."

Since returning, Russian participants have undertaken improvements in the health and safety systems of their mines. According to Krylovski, managers plan to buy Western equipment for such purposes as more money becomes available. Using information from the U.S. program, Rosugol has taken a crucial first step in cleaning up massive industrial waste - the creation of a graphic system that will identify polluted regions and analyze the growth and scope of damage.

"The ultimate goal of restructuring," Krylovski says, "is to close the unproductive mines and to allow those that can succeed to do so." In all areas of reform leading to this goal, "the best argument is to say that in the U.S. they do things this way or that way. This is considered the best way."

Strategic Objective: 1.6
Country: Russia
Program Title: Integrated Resource Planning
Date of Training: 11/30/94 - 12/21/94
Provider: Association of Energy Engineers
PTP Code: 11895015
PDF or PIO/P Code: 785545
Participant Name: Tatiana Petrikova

Chief Specialist at "Energy Systems of Russia", Department of Economics. The knowledge acquired during U.S. training has been successfully implemented in developing legislative documents on energy tariff regulations. In April 1995, Russian Federal Law "Government Regulations on Tariffs" has been passed and a draft on "Principles of Pricing in Energy Sector" is being discussed by appropriate government bodies.

Strategic Objective: 1.6
Country: Russia
Program Title: Transmission System Operation
Date of Training: 8/26/95 - 9/23/95
Provider: Resource Management International, Inc.
PTP Code: 11895116
PDF or PIO/P Code: 791888
Participant Name: Irina Borovkova

Department Chief, joint stock company "Institute Teploelectroproiect". Mr. Borovkova conducted training for her co-workers based on the knowledge acquired in the U.S. She introduced her colleagues to U.S. regulations of controlling waste dumped from hydroelectric stations into seweges.

Strategic Objective: 1.6
Country: Russia
Program Title: Economic & Financial Analysis of Energy
Date of Training: 11/21/94 - 12/20/94
Provider: Arthur D. Little
PTP Code: 11895008
PDF or PIO/P Code: 884196
Participant Name: Sergei Chlenov

Chief of economics department, joint stock company Rosgasificatia. "In my work I often have to deal with issues of prognosys, pricing principles, and analyzing activities of natural gas distribution companies. The knowledge acquired in the U.S., helped me particularly in the process of preparing and discussing a project on price liberalization on natural gas. I also implemented some new techniques in training new employees, which was not given enough attention in the past."

Strategic Objective: 1.6
Country: Russia
Program Title: Transmission Systems Operations
Date of Training: 8/26/95 - 9/23/95
Provider: Resource Management International
PTP Code: 11895116
PDF or PIO/P Code: 787938
Participant Name: Iouri Afonin

Deputy General Manager of a joint stock company "Institute Teploelectroproiect". The acquired knowledge is implemented in the management of the enterprise. Currently, the company is undergoing structural and fiancial changes; responsibilities are bein reassigned to the departments and computer technology is being implemented.

Strategic Objective: 1.6
Country: Russia
Program Title: Transmission Systems Operations
Date of Training: 8/26/95 - 9/23/95
Provider: Resource Management International
PTP Code: 11895116
PDF or PIO/P Code: 792445
Participant Name: Vladimir Ivashov

Chief metrologist of Kamyshens electric network "Volgogradenergo". Mr. Ivashov utilizes the knowledge acquired in the U.S. training in automated system of accounting for energy usage.

Strategic Objective: 2
Country: Russia
Program Title: Violence Against Women
Date of Training: 9/19/94 - 10/14/94
Provider: Friendship Force
PTP Code: 11894155
PDF or PIO/P Code: 776292
Participant Name: Lola Karimova

Using materials and information acquired in the US, Dr. Lola Karimova prepared a program "Medical Aid to Sexually Assaulted Women" for which the company "ABT" gave her a grant to carry out the program.

Strategic Objective: 2.1
Country: Russia
Program Title: Party Organization Around an Election
Date of Training: 10/22/94 - 11/12/94
Provider: National Democratic Inst. for Intl. Affairs
PTP Code: 11895062
PDF or PIO/P Code: 785124
Participant Name: Vladimir Jarikhine

US CAMPAIGN TECHNIQUES AIDED YELTSIN WIN DIRECT MAIL AND VOTER TARGETING PLAYED SIGNIFICANT ROLE

Boris Yeltsin appeared to have no chance of winning the presidential election held in June 1996. Five months prior to that date his approval rating was a microscopic 6 percent. So what happened in the run up to the election? How did a candidate so unpopular manage to come back and win? And win not by a little but resoundingly?

Vladimir Jarikhine, one of Yeltsin's chief campaign consultants, has some answers to those questions. One key, he says, was elderly voters. Polls before the election showed that elderly people as a group were the most likely to vote but were least likely to support Yeltsin. The president's staff wrestled with how to reverse that trend.

Then Jarikhine persuaded his colleagues to use a technique new to Russian election campaigns: direct mail. Senior citizens received personally-addressed letters signed by Boris Yeltsin. Enclosed was a heart-warming invitation to vote for him and a patriotic message guaranteed to appeal to the elderly, many of whom are veterans. Although a breakdown of voting by age group is not available, Jarikhine maintains that the direct mail strategy worked exactly as planned, persuading many of the elderly to change their minds about Yeltsin and to vote for him.

When and how did direct mail and voter targeting come to Russia? "The whole project was taken from the US," says Jarikhine, who in 1994 attended a three-week elections program sponsored by the United States Agency for International Development. The program, attended by 20 Russian democratic activists, provided a crash course in

US campaign techniques. In addition to direct mail, participants studied topics such as polling, fund-raising, media relations, message development, and grassroots organizing.

Jarikhine used his US training to bring zest and creativity to the Yeltsin campaign--qualities utterly foreign to Russian elections. To attract a generally apathetic youth, who were thought to care little for either candidate, mass events were staged, including rock concerts at which Yeltsin himself sometimes appeared.

"This had a great influence in getting young people to support Yeltsin," says Jarikhine. "The president actually became fashionable."

Jarikhine also used American media savvy to increase Yeltsin's popularity. Supporters of his communist challenger, Gennady Zuginov, were often shown in the media doing nothing more than signing petitions. "Not very exciting," quips Jarikhine, who says he arranged for Yeltsin's supporters to be filmed at rallies or large congresses.

"Every week we showed another party congress supporting Yeltsin," says Jarikhine. "We managed to prove that the masses really did support him."

Jarikhine and colleagues also organized pro-Yeltsin demonstrations, which helped garner support for the president. "For a long time," explains Jarikhine, "democrats surrendered the streets to the communists. It became a tradition that when there were demonstrations or picketers they were communists. But at last we took to the streets and organized our own demonstrations. We brought this idea to the regions, giving out caps and T-shirts with Yeltsin's name on them. There was a psychological change when we did this. Yeltsin became popular again."

The US training program was administered by the Academy for Educational Development and conducted by the National Democratic Institute for International Affairs. Participants met with top Democratic and Republican campaign strategists in Washington, DC, and then broke into four groups that traveled either to Boston, Des Moines, Oklahoma City, or Lansing, MI. There they consulted with politicians, journalists, state party organizers, and representatives of local advocacy groups.

Most of all, says Jarikhine, the US experience taught him the importance of marketing a candidate and the techniques to do so. "Without marketing, Yeltsin wouldn't have won the election," he says. "When people tell me it's cynical to use these techniques, I answer that everything and everybody needs an advertisement of some sort."

In July, 1995, many program participants attended a one-day seminar in Moscow that served as follow-up to the US training. A round-table discussion focused on how to apply US campaign techniques to the Russian context. The discussion was based on a video that Jarikhine had made in the US which included clips from the 1994 mid-term congressional elections. Footage from both the US trip and from the one-day seminar were combined to make a training film which was then distributed to democratic activists across Russia.

Both the US training and the technical assistance provided by NDI had a strong impact on the favorable outcome of Yeltsin's campaign, according to Jarikhine.

"Practically all the democratic activists in the regions had attended either the US training program or an NDI seminar," he says. "This mattered a lot. When we proposed new campaign ideas to our supporters around Russia we didn't have to explain everything to them because they knew what we were talking about."

Jarikhine confessed that he had not always been a Yeltsin supporter, but when the choice came down to Yeltsin or Zuginov for president, he had no trouble deciding. "People realized that life would change for the worse if Zuginov won. They could see what they would lose."

In summing up his opposition to Zuginov and the communists, Jarikhine quoted the remark of a popular Russian satirist, who recalled the excessive controls of the former communist government: "Never again do I want the Central Committee of the Communist Party to be able to stand between me and a bottle of beer."

Strategic Objective: 2.1
Country: Russia
Program Title: Working on a Campaign
Date of Training: 10/22/94 - 11/12/94
Provider: International Republican Institute
PTP Code: 11895063
PDF or PIO/P Code: 785148
Participant Name: Nail Irtuganov

- While in Washington, DC, Irtuganov and other Russian campaign specialists met with Senator John Danforth
- On return, met with consultants from the International Republican Institute's Moscow office

Mr. Irtugonov was the driving force behind Sergei Yushjenko's reelection to the Russian Parliament. Yushjenko was described by Irtugonov as a reformist because he supports the START II nuclear disarmament treaty recently ratified by the US Congress.

While in Washington, DC, Irtugonov and other Russian campaign specialists met with Senator John Danforth (Republican-Missouri). After his return to Russia, Irtugonov met with consultants from IRI's Moscow-based office. The NET program was designed to support USAID's Democratic Pluralism Initiative.

According to Irtugonov, 150 volunteers helped collect signatures and assisted at town meetings. USAID supported observers gave the contest an legitimacy and the team definitely appreciated information from the US.

Strategic Objective: 2.1
Country: Russia
Program Title: Political Party Development I
Date of Training: 8/6/94 - 8/27/94
Provider: Delphi Int'l Group, Washington DC
PTP Code: 11894038
PDF or PIO/P Code: 776047
Participant Name: Igor Kharitchev

Igor Kharitchev, a political consultant to Boris Yeltsin, wages a multi-front war for democracy in Russia. In addition to his work within the presidential administration, Kharitchev lectures often and writes articles on topics ranging from democratic theory to campaign strategies. As a longtime leader in the reform movement, he also continues to push for the election of more democrats to Parliament.

In all of these activities Kharitchev benefited from the training and knowledge he received during Political Party Development program. In visits to Washington, D.C., San Francisco, Chicago and Des Moines, he met with politicians, campaign advisors and election officials. "Information from the U.S. program is helping me to work with democratic parties in Russia," he says. "I saw how specialists do things in an election campaign."

Strategic Objective: 2.2
Country: Russia
Program Title: Human Rights Advocacy
Date of Training: 7/15/95 - 8/1/95
Provider: Center for Public Representation, Madison, WI
PTP Code: 11895144
PDF or PIO/P Code: 791780
Participant Name: Alexandre Gorelik

Professor Alexandre Gorelik of Krasnoyarsk State University has created a student clinic to help prisoners. The students prepare legal documents and defend prisoners' rights. Professor Gorelik was also able to convince local police departments to display the UN Convention on Prisoners' Rights in all interrogation rooms in an attempt to prevent torture in those rooms. He has also convinced local police to hand out the equivalent of Miranda Rights to those who are arrested so that they know their rights.

Strategic Objective: 2.2
Country: Russia
Program Title: Human Rights Advocacy
Date of Training: 7/10/96 - 7/26/96
Provider: University of Wisconsin, Madison
PTP Code: 11896018
PDF or PIO/P Code: 821353
Participant Name: Nikolai Kipnis

Nikolai Kipnis, an attorney of the Moscow City Collegium of Advocates, was able to convince Moscow Law School to create a course for appellate law modeled after those in America. The course is a practical course that teaches students exactly what is needed to file an appeal. The school is also planning to introduce a practical course in human rights law in which the students will draft petitions to various international human rights organizations.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Free Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 18895098
PDF or PIO/P Code: 788132
Participant Name: Vladislav Margaritov

After returning from the U.S. training, Mr. Margaritov worked for FTUI, under George Schulze's direction, as a discussion leader in seminars organized for trade union activists. Seminars have been organized in Moscow, St. Petersburg, Yaroslavl, Vladivostok, and Udmurt Republic, and more are being planned.

Mr. Margaritov organized a campaign in Avtodiesel plant to increase the membership in the free union. He trained new activists in organizational skills and working for campaigns. He also organized a series of four seminars, one per month, on "Workers' Rights in a Market Economy and the Ways to Enforce Them".

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institution
PTP Code: 11895098
PDF or PIO/P Code: 788157
Participant Name: Yevgeuny Cherenkov

Mr. Cherenkov acquired skills in using mass media to disseminate information about free trade unions. First, he distributed leaflets telling about the trade union, then appeared on local TV, and a radio program "Chronicles of Labor Movement." He raised the workers' consciousness about their rights and ways to protect them. Mr. Cherenkov uses leaflets, the local radio and the TV as most efficient ways to reach out with information.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Health Management
Date of Training: 9/19/94 - 10/14/94
Provider: Ecologia
PTP Code: 11894147
PDF or PIO/P Code: 777830
Participant Name: Viktor Galkine

Mr. Galkine, director of the Itar athletic rehabilitation center, was able to convince local authorities to grant rent-free space to his organization. Strategies discussed during U.S. training helped him to expand his volunteer staff, and through them, to find jobs for some handicapped people who train at Itar. Mr. Galkine also received a small grant to fund rehabilitation at his center for several people.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Health Management
Date of Training: 9/19/94 - 10/14/94
Provider: Ecologia
PTP Code: 11894147
PDF or PIO/P Code: 777832
Participant Name: Tatiana Ikonnikova

Tatiana Ikonnikova, editor of Women's Health, reported that her publication has increased both the quality and quantity of brochures it provides for consumers. Her organization has also received a grant from AIDS International to produce three more consumer education brochures on AIDS.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Health Management
Date of Training: 9/19/94 - 10/14/94
Provider: Ecologia
PTP Code: 11894147
PDF or PIO/P Code: 777838
Participant Name: Lioudmila Michtchenko

Lioudmila Michtchenko, director of the Engles City Tuberculosis Center, shared information she had received during U.S. training with local NGOs. As a result, she was elected executive director of a regional voluntary children's fund. Since then, she has created two new programs for children suffering from tuberculosis, and one program to help educate the community about the disease. Ms. Michtchenko has also found a sponsor to fund exchange programs between Russian and U.S. tuberculosis specialists.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institution
PTP Code: 11895098
PDF or PIO/P Code: 788137
Participant Name: Semen Bulatkin

Mr. Bulatkin was impressed by the good organization of labor at Detroit enterprises. He shared his experiences from the U.S. training with his co-workers at meetings, speaking on the enterprise radio, and publishing articles in the enterprise newspaper. He encouraged his colleagues to come up with a list of demand, including both salary raises and a better discipline and organization of labor. Though the salary raises were refused, some restructuring took place aimed at improving the production process.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO: Legal and Legislative Reform
Date of Training: 8/14/95 - 9/1/95
Provider: Democratic Russia-USA Foundation
PTP Code: 11895124
PDF or PIO/P Code: 792061
Participant Name: Marina Karelina

Ms. Karelina, a scientific secretary for the Russian Law Academy and an advisor to members of the State Duma, provided legal assistance to two NGOs in Nizhny Novgorod. She has also lobbied the State Duma on behalf of NGOs.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788134
Participant Name: Albert Speransky

I share the knowledge and experience from the U.S. with my co-workers and member of "Raduga" free trade union at the Dubna enterprise. Non-union employees signed an authorization, along with union members, giving the union a bargaining power in disputes with the management.

I also started a series of mini-seminars in a Moscow wall-paper factory and at the Caliber plant, educating the union committee member on how to organize campaigns.

I shared my experiences with union activists in Nizhny Novgorod, Voronezh and Dubna.

Strategic Objective: 2.4
Country: Russia
Program Title: Effective Legal Advocacy for Women
Date of Training: 7/8/96 - 8/12/96
Provider: Democratic Russia-USA Foundation
PTP Code: 11895143
PDF or PIO/P Code: 788173
Participant Name: Anna Khoudenko

Anna Khoudenko, a lawyers assistant at Association of Women Lawyers, returned from the U.S.-based training full of new ideas and projects. In particular, Anna proposed setting up a shelter for women victims of violence in the town of Saratov; making changes in legislation concerning defense of women against domestic violence and sexual assault. She is trying to adjust the U.S. practice to Russian conditions.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Free Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788131
Participant Name: Vladimir Karpoushev

Mr. Karpoushev gained more self-confidence about joining a free trade union after his training in the U.S. He persuaded some of his co-workers to leave the official union and join the free one. As a result, more and more workers became interested in the ideas of free labor movement defending the rights of the employees vs. those of the management. Though some women Mr. Karpoushev spoke to were still intimidated about making a decisive choice themselves, they persuaded their friends and relatives to join a free union.

Realizing the importance of mass media, Mr. Karpoushev made his first attempts to write newspaper articles and participate in radio shows. These activities are aimed at informing the population of the city about free unions and their importance.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institution
PTP Code: 11895008
PDF or PIO/P Code: 788130
Participant Name: Vadim Bolshakov

"In October 1995, the director of St. Petersburg Heating System enterprise issued an order, warning that up to 40% of workforce would be made redundant early next year and the rest would undergo severe cuts in salaries. The free union at the enterprise (where I work as an organizer), called meetings with activists, organized conferences in various departments, and warned the management about violations of the Labor Code of the Russian Federation. The three months long campaign resulted in proving to the management that the free union will not allow for such lay-offs. Some restructuring took place in January, but those had nothing to do with either laying off employees or salary cuts. I believe that my training in the U.S. was very helpful in this particular situation both for me and my co-workers. We learned to organize collective actions of protest and to enforce our rights."

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management
Date of Training: 8/5/94 - 8/20/94
Provider: University of California, Riverside
PTP Code: 11894013
PDF or PIO/P Code: 774860
Participant Name: Mikhail Chenderovitch

Dr. Mikhail Chenderovitch, (NGO Management) is Director of the first private non-profit medical institution in Moscow, "Moscow Medical Center for the Treatment of Paralyzed People." Every year this Center offers free treatment for 2,000 patients with major disabilities. Mikhail was a participant in the NGO Management group trained at the University of California, Riverside in April 1994. As a pioneer of medical NGOs in Russia, he says he badly needed information about how to structure and manage NGOs. Since there is no NGO community in Russia, he was unable to find the needed resources.

One of the most ambitious projects he dreamed about was the creation of a comprehensive rehabilitation service for paralyzed people. There are huge centralized governmental institutions dealing with the treatment of disabled persons in Russia: the Ministry of Health, Ministry of Social Protection, and Ministry of Education. Nevertheless, each of them deals only with one aspect of the problem. There is no coordination or collaboration among these organizations. In fact, none of these organizations work with patients on a local level (community, neighborhood). "There is no way to get real results if this situation persists," said Dr. Chenderovitch. "Our Government has tried to solve the problem for 70 years, without success. What we need are really comprehensive non-governmental rehabilitation services on the local level that combine medical treatment, social assistance and special education. So far we do not have them in Russia."

U.S. training has provided the doctor with an opportunity to study the work of "Family Service," a Riverside, California-based NGO which offers extensive services to disabled people on the community level. "In the US I saw how the problem of comprehensive assistance to paralyzed people could be solved," he said.. "My idea of a rehabilitation center, which was rather foggy, became clear." Dr. Chenderovitch learned how to set up and manage such a service, as well as fund raising techniques. He also came to understand the importance of public relations in successfully operating NGOs.

He started a pilot project, the Children's Rehabilitation Service (CRS), upon his return to Moscow. He received support from Moscow's government and three private banks. Since its inception, the CRS has examined 500 children. The CRS also established a joint venture with American companies to assemble hearing devices at

competitive prices. The CRS uses its part of the income to purchase hearing devices for people who cannot afford them. In the first three months, 150 people have received free devices. In September 1994 Dr. Chenderovitch organized a seminar in Moscow for Russia's 40 most famous hearing specialists. "We showed them what we are doing here," he said. "They were so impressed that now we have 40 'sales agents' for our hearing devices in different regions."

"If we succeed in multiplying our experience and creating a network of medical NGO's, the problem of assistance to the disabled can be solved. This is the main lesson I learned in the US," reiterated Mikhail. "There are still plenty of problems," he admits. "We need money. Occasional grants are welcomed, but unfortunately not enough." So far, the Center's strongest supporter has been a Russian-German joint venture MedService International. In addition, the Center continues to seek other sponsors.

The Riverside training had an impact not only on the above projects, but on the general organization and working methods of the Center. "Now I do a lot of things differently," says Dr. Chenderovitch. "We develop the budget in a different way. We have established a Board of Trustees formed from our sponsors. Now I report regularly to the Board and to the Center's staff about our activities."

Dr. Chenderovitch has restructured his public relations, establishing a separate department for these activities, in accordance with American practice. As a result of a recent public information campaign, an article about the Center was published in "Medizinskaya Gazeta," the main medical newspaper in Russia. Moscow Radio "Rezonant" also dedicated a special program to the Center.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management
Date of Training: 8/5/94 - 8/20/94
Provider: University of California, Riverside
PTP Code: 11894013
PDF or PIO/P Code: 774856
Participant Name: Natalia Smirnova

Natalia Smirnova (NGO Management) is the head of West European Languages at Moscow's Institute for Asia and Africa. She is also the President of Avenir, a non-profit organization that works to sharpen the foreign language skills of high school students to prepare them for higher education.

According to Ms. Smirnova, her participation in the NET Project's course on NGO Management gave her the tools necessary to reorganize and revitalize both her department at the Institute and her non-profit organization. Her problem-solving skills have become more analytical, and she has found new ways to tackle problems she previously thought of as insurmountable.

Upon her return to Moscow, Ms. Smirnova determined that in-house desk-top publishing would be a significant cost-saving measure, but she lacked funds to buy a computer and other office equipment. Using fund-raising techniques she learned in America, Ms. Smirnova was able to raise sufficient funds from the Institute's alumni. "It would never have occurred to me before to ask somebody for money. In the US, I learned that there was nothing wrong in raising funds for educational projects." She has also equipped a lecture hall with video equipment, so that the Institute can show videos in the classroom on English, French, and Russian literature.

Ms. Smirnova and other alumni of the NGO Management course keep in contact and share ideas on how to disseminate what they learned in the US. They organized a seminar for other non-profit sector leaders, and are planning similar efforts in the future.

"From my point of view, training activities are the most cost-effective way of assistance to Russia," says Ms. Smirnova. "These activities help to form a stratum of managers who are willing to work in a market system and know how to do it."

Strategic Objective: 2.4
Country: Russia
Program Title: Women's NGO Management
Date of Training: 9/19/94 - 10/14/94
Provider: Friendship Force
PTP Code: 11894149
PDF or PIO/P Code: 778026
Participant Name: Natalia Gaidarenko

- assisted in the foundation of the Moscow Sexual Assault Recovery Center, or "Sisters", which is Russia's first rape-crisis center
- formed a national association of crisis centers with other Russian women who participated in the US training
- organized a seminar at "Sisters" for counselors on how to change the perspectives of police officers, who are often unsympathetic to rape victims
- acquired organizational and management skills from US training
- currently conducting a study on violence against women in Russia to persuade members of Parliament to include this information in new legislation being drafted on domestic violence

The attitude toward rape victims in Russia is improving due to the establishment of a national NGO association by Natalia Gaidarenko and the other Russian women who participated in the US training program on Women's NGO Management. The association, which now has fourteen members nationwide, is determined to demonstrate to the members of Parliament that sexual assault is a problem in Russia. Gaidarenko and her associates have recently received a \$25,000 grant from the MacArthur Foundation to study violence against women, and will use these findings to convince Parliamentarians to include this information in new legislation which is being drafted on domestic violence.

Gaidarenko was able to expand the operations of her own NGO by using the organizational and managerial skills she received in the US, along with funding provided by the Friendship Force. As a founder of the Moscow Sexual Assault Recovery Center, or "Sisters," she initially hid the fact from her parents and friends that she had helped establish Russia's first rape-crisis center. "I felt a danger in the work," she said. "And after my first interview in the newspaper, someone read it and called my mother, saying, 'What's your daughter doing? Something is wrong with her'."

Now "Sisters" has ten volunteers and twelve employees who counsel rape victims and arrange legal and medical help for them if needed. Their sexual assault hotline received 2,400 calls during the first year of its operation in 1994, and now receives about one hundred calls a month from women who need immediate help. The materials Gaidarenko received from her US training on counseling victims of abuse were translated into Russian and given to her staff and volunteers.

"Sisters" has now taken the initiative in trying to make law enforcement officials more sympathetic to rape victims. In March 1995, "Sisters" organized a seminar on how to improve relations with the police, and shortly after that police officers held a press conference on violence against women to which Gaidarenko was invited. She says that her persistence has paid off. "Our first year we didn't do any planning, we only reacted to problems. After the US trip, we organized a planning system that has been very effective in helping us accomplish our goals."

Gaidarenko has noticed that as a result of her work, positive changes are taking place in society. The view that certain women have a victim mindset that encourages rape is now being revised. "People can now speak openly about abuse," Gaidarenko said. "And the assumption of women's guilt (in rape cases) is changing."

Above all, the US training gave "Sisters" some badly needed confidence. "Our problem was not only that we lacked knowledge but that we didn't have enough faith that we could change anything," said Gaidarenko. "Now we know that we can."

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788129
Participant Name: Arsen Bijoyev

1. I collected signatures in support of our union, to sue the management in a labor dispute;
2. I collected signatures in support of a strike;
3. We won two court cases and lost one;
4. We organized a protest action against backpays;
5. We organized a seminar for union activists to share experiences from the U.S. training.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788135
Participant Name: Viacheslav Tukan

In 1995 Promyshlennaya mine was being closed with violations of all legal acts of the Russian Federation. Starting January 1st, all workers were laid off or transferred to other jobs prior to any decree issued by the government. On September 25th, an underground strike was declared at the mine. Two days later, the government issued the necessary decree. As I was working at another mine, "Komsomolskaya", and as I had some experience in enforcement of employee rights, the workers conference at "Promyshlennaya" mine authorized me to bargain with management on their behalf. The strike lasted a month and ninety people would not leave the mine suring that lapse of time. The wives of the striking miners went on hunger strike for 2 weeks. I met both the strikers and the hunger-strikers to explain them the way their rights should be enforced by the unions. I participated in all the negotiations with the government concerning the mine closure.

I also gave a number of seminars for school-teachers of the city, addressing salary related problems and the question of enforcing employees' rights by free trade unions. I explained that the management and employees usually have different points of view on labor related issues, therefore they can hardly belong to one and the same union. In some cases school principals would not let me meet the teachers in schools but I would find a way to contact them, by phone, for instance.

I am working on organizing a free union for railway drivers, at the request of a national union.

Strategic Objective: 2.4
Country: Russia
Program Title: Social Marketing
Date of Training: 8/28/95 - 9/15/95
Provider: California State Univeristy, Chico
PTP Code: 11895125
PDF or PIO/P Code: 792108
Participant Name: Dmitry Daouchev

As Fundraising Director for the Center for the Protection of Wildlife, Mr. Daouchev found that his NET training helped him develop international contacts and joint projects with partner organizations in Europe and the United States. In 1996, the Center participated in a roundtable in New York aimed at supporting Russian wildlife protection projects. This event brought together 25 public and private donor agencies and several American and Russian NGOs. In addition, Mr. Daouchev's organization worked with two other Russian NGOs to carry out grant competitions for Russian environmental NGOs.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Financial Management II
Date of Training: 9/12/94 - 11/4/94
Provider: California State University, Chico
PTP Code: 11894021
PDF or PIO/P Code: 775328
Participant Name: Valeri Tcherniakhovsky

The head of the Moscow City Government Information & Analytical Center, Alexander Turovsky, participated in an Agricultural Policy Development program in Colorado which made him to establish business contacts with various cooperatives and firms. As a result of negotiations with the Ball Corporation, which is engaged in producing packaging materials, a joint packaging production in Russia is planned.

Strategic Objective: 2.4
Country: Russia
Program Title: Public Participation in Environmental Decision
Date of Training: 7/11/94 - 7/29/94
Provider: JK Research Associates
PTP Code: 11894069
PDF or PIO/P Code: 775462
Participant Name: Olga Ponizova

- working on public participation in decision making
- saw many good examples in the US
- helped the government with NGOs
- is optimistic on environmental programs

In 1993 President Boris Yeltsin made a bold statement, ordering the government to process the transition to policies of sustainable development. Ponizova is working to put his words into action. As Executive Director of Eco-Accord, a mission to produce and distribute information on environmental issues, she wants to address the environmental debate to the public.

Ponizova was inspired by a plan from USAID-funded NET Program in July, 1994. While visiting the US, Olga and other Russian professionals met with a large group of environmentalist ranging from the U.S. Department of Energy, the Bureau of Land Management, and the U.S. Fish and Wildlife Service.

Shortly after returning to Russia, Ponizova persuaded the government to open a dialogue with NGOs on how to develop an environmental plan. She is optimistic about significant parts of the plan of it being accepted in her country too.

Strategic Objective: 2.4
Country: Russia
Program Title: Public Participation in Environmental Decision
Date of Training: 7/11/94 - 7/29/94
Provider: Jk Research Associates, Breckenridge
PTP Code: 11894069
PDF or PIO/P Code: 775466
Participant Name: Nikolai Kharitonenko

Nikolai Kharitonenko, a chief editor of the Russian socio-ecological magazine "Green Cross" is back home after his training in the US as a participant of the Public Participation in Environmental Decision program. In the course of this program he visited a former military air-force base in Colorado and a military arsenal in the mountains near Denver which have been transformed into peace-making training centers as a part of a conversion plan, and was very much impressed by their activities. The participants of the group - a senior official from the Russian Ministry of Natural Resources, Ph.d's, researchers and journalists from different Russian cities - established close contacts with base commanders and discussed potential joint projects which would help Russians use American colleagues' experiences during conversion of Russian military bases.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management: Women & Finance
Date of Training: 7/11/94 - 7/29/94
Provider: University of California, Riverside
PTP Code: 11894153
PDF or PIO/P Code: 775484
Participant Name: Alla Roussavskaia

Alla Roussavskaya has always taken her work seriously. As a result of this dedication she recently accomplished one of her biggest goals--to persuade the government to take her work seriously.

Roussavkaya is general director of the Broken Flower Center, a diagnostic and therapeutic facility for children with mental and physical disabilities. After attending a USAID funded NET seminar on management of nongovernmental organizations (NGOs), Roussavskaya and other participants formed an alliance of seven Moscow-based NGOs in the hope of lobbying the government more effectively.

It worked. Six months after the seminar, held near Moscow in July 1995, the Moscow City Parliament passed an edict granting official status to NGOs and providing a mechanism for cooperation between NGOs and the city government.

"Before this edict was passed," says Roussavskaya, "a bureaucrat wouldn't have cared if I came and said I represented an NGO. Now we get some attention. This is all due to the lobbying of our initiative group and other organizations. Without the NET seminar we would never have done all this so quickly."

Attended by 33 Russians active in the nonprofit community, the seminar served as follow-up to NET training programs on NGO management in the US in 1994. Organized by World Learning, Inc. and the Academy for Educational Development, the programs support USAID's objective of increasing citizen participation in political decision making. The purpose of the follow-up conference was to reinforce management issues studied in the US and to highlight topics such as networking and lobbying in the Russian context.

Following her participation in the seminar, Roussavskaya made a number of changes at the Broken Flower Center. For example, she now requires staff members to take tests to help determine their particular skills and interests. In accordance with the first sets of results she has already made significant personnel changes. "We have few people and little money," says Roussavskaya, "so it's important that we use our staff well." We let some people go and hired others, including a new accountant who is "not just a money counter but a consultant."

Traditionally Roussavskaya kept the center's operating strategy and long-term goals to herself; now she has regular meetings and discusses such issues with employees, getting helpful feedback in return. "It's important to let the staff know where we're going," she says. "We talk about why we're doing this or that, so people don't just mechanically work. My goal now is to prepare the organization so it can work without my presence."

Strategic Objective: 2.4
Country: Russia
Program Title: Women in the Political Process
Date of Training: 8/22/94 - 9/9/94
Provider: Women's Research & Educational Inst., DC
PTP Code: 11894042
PDF or PIO/P Code: 775876
Participant Name: Anna Naruzhnaya

After returning from a USAID funded NET Program in the United States, Anna Naruzhnaya wasted no time in applying what she had learned. In her hometown of Perm, 800 miles northeast of Moscow, she immediately set to work on forming two women's organizations.

Traveling with 16 Russian civic and political activists, Naruzhnaya attended a program in August 1994 on women in the political process. In June 1995 she participated in a four day seminar in Moscow which served as follow-up to the US training. The seminar, organized by the Academy for Educational Development and the National Democratic Institute, included lectures and workshops on topics such as fundraising, lobbying and organizational development.

The result? Perm can now boast of two new advocacy groups for women--in fact the only such groups in the region. And Naruzhnaya was instrumental in creating both. One group, called Business Women of the Ural Region, seeks to involve more women in both politics and business. "We realized we needed to unite to help ourselves," Naruzhnaya says. "We were getting very little help from anyone else." One of the groups goals is to encourage the election of more women to local offices, both to the city and regional parliaments. Toward that end, the group has already persuaded three women to run in the next elections.

Naruzhnaya, who works as an economist for the Perm Regional Administration, recently was appointed to design and head up a program supporting women in business. This was in response to a request for financial support from the city by members of the women's group. The city has agreed to establish an investment fund and to secure credit on favorable terms for women's business activities. The first venture involves a plan to open cafes and fast food restaurants in Perm, which currently has few public places to eat. "We hope to open 20 to 25 cafes," says Naruzhnaya. "We're working on a business plan now."

The other group Naruzhnaya helped found is called Social Movement of Women of Perm, which has about 150 active members. It is an alliance of 13 previously independent groups that include charitable and political organizations. They needed to join forces to survive. One of the member groups supports unwed mothers with children; in the past few years, due to declining resources, the group had discontinued its usual task of relieving overburdened mothers by planning and leading activities for children, such as camping, field trips, and sporting events. Recently, however, with financial and organizational help from the new alliance, the children's program has been revived.

In helping to found Social Movement, Naruzhnaya relied on her experience from the NET program in the US. "When trying to start Social Movement," she says, "I had long talks with the woman who is now the director. We had many ideas but didn't know how to do it. In the US I had meetings with many people from women's groups and they provided good examples of how to start an organization."

Strategic Objective: 2.4
Country: Russia
Program Title: Civic Advocacy in Govt. Decision Making
Date of Training: 3/25/96 - 4/13/96
Provider: National Democratic Inst. for Intl. Affairs
PTP Code: 11895194
PDF or PIO/P Code: 796229
Participant Name: Zinaida Tikounova

-- planned and carried out a conference on interaction between local government, the business sector, and civic groups in November 1996 in Siberia
-- formed a Civic Council in Omsk of 20 organizations to mark the city's 280th anniversary

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788159
Participant Name: Nina Semenenko

Why did someone recently follow Nina Semenenko home from work and pound on her door until, as she says, "it came to pieces?" Why did someone then phone her and threaten to harm her unless she stopped her "activities?" And why has she received many such phone calls?

The answer is that some labor unions in Russia are beginning to work the way they should---by looking after the interests of workers. But not everybody is happy about it. Semenenko, who chairs the Russian Union of Medical Workers, says that employers prefer the official unions held over from the Soviet Union because the members "stay quiet" and never fight any decision of management or government. This of course is because management and government traditionally have been a part of the official unions.

One good example of a new and different type of labor union emerging in Russia -- a union which does not stay quiet -- lies in the city of Orekhovo-Zuevo, sixty miles east of Moscow. Here Semenenko also heads up the local branch of medical workers, which has about 1,000 members.

The local union -- which includes nurses, doctors, and technicians -- recently scored a series of victories that have established it as a genuine defender of workers' interests. For example, last year it prodded the regional administration into solving a serious problem at one of the city's hospitals. For years the wing that cares for patients with tuberculosis had needed repairs. Working conditions were so bad and unsanitary, due mainly to obsolete plumbing, that staff members themselves were getting tuberculosis. Even the department chief got the disease.

Despite numerous complaints, government officials failed to address the problem---until July 1995 when union members demonstrated outside the city administration building. Within one week the administration earmarked \$15,000 for repairs to the wing. The administration also responded to other long-standing grievances which the union had submitted in writing prior to the demonstration. Workers were granted more vacation days, a stipend for transportation to and from work, and a cash payment of \$20 to each union member---not bad considering that the workers make between \$40 and \$80 per month.

"Under the old system," says Semenenko, "when unions were part of the state apparatus, we would not have demonstrated; we always waited to see what the union could give us. But now we take action, we fight for what we need."

In bringing vigor and independence to the union, Semenenko got help from an exchange and training program funded by the United States Agency for International Development. In June of 1995 Semenenko, with 20 Russian union leaders, traveled to the US for a two-week crash course in building and managing free labor unions. The program was administered by the Academy for Educational Development and conducted by the George Meany Center for Labor Studies in Silver Spring, MD, with help from the Free Trade Union Institute. The first week was spent at the Meany Center and included classroom lectures and discussions on topics such as negotiation, recruitment, and public relations.

The group then broke into two parts for site visits, traveling either to Detroit or Atlanta. In Detroit they attended three organizational committee meetings of the United Automobile Workers, and toured the Jeep plant. In Atlanta they attended meetings of the United Food and Commercial Workers, and toured the Con-Agra Poultry Plant.

The US experience inspired Semenenko to reconsider the way the medical workers defended their interests. On returning home she organized the demonstration that proved to be so fruitful to the union. "After the US trip we changed our method of work," she says. "We became more active. We began to state our demands openly to the administration." The union not only demonstrated but distributed pamphlets and created petitions. "In the US we could see how people did all this."

A three-day seminar in Moscow served as follow-up to the US training. Held in March of 1996, the seminar focused on Russian labor laws, allowing participants to examine topics such as collective bargaining agreements and the resolution of labor disputes, as well as changes in laws effecting unions.

In 1992 Semenenko, then head of an official union of hospital workers, broke away and formed a union independent of government. She persuaded 100 workers to follow her and ever since she has been steadily attracting new members. Of the roughly 3.5 thousand medical workers in Orekhova-Zuevo, about 1,000 now belong to the new union while roughly 1,500 remain in the old union. But more and more are crossing over to the new as they see its effectiveness.

In December 1995 the union staged a second demonstration in its ongoing protest of low wages. The administration again responded by paying \$20 to each worker. "After a demonstration the administration suddenly finds money," says Semenenko. But this time the money went only to union members and not, as before, to all medical workers. Non-members then called Semenenko asking if she could help them get the same payment, following which she gathered their signatures and sent them to the administration with a request for payment. Two days later the administration provided payment to all medical workers.

"That's one way to attract people to the free union," says Semenenko. "People can see the results we achieve."

Hospitals in Russia are still largely funded by the state, though a complex system of insurance and private payment has emerged. The transition from communism to capitalism was supposed to have benefited workers because people were now being charged for medical services and therefore more money would be available for wages. But workers have not realized any gains. "There's been little or no change since communism," says Semenenko.

According to her, a doctor who provides \$600 in services gets \$100 of it; and it's uncertain where the rest of the money goes. Semenenko acknowledges that a weak economy has depressed workers' wages but she insists the administration can pay much more than it does. "The money isn't being spent in favor of those who work," she says. Part of her struggle is to open up the administration's accounting system and to determine how and where money is being spent. But city officials have refused access to their books, so she has now taken the battle to the courts, with a case pending.

The new assertiveness and organizing techniques that Semenenko brought from the US are spreading beyond the membership of the local she heads. She has conducted several seminars for activists from medical workers' locals across Russia. She also was one of the organizers of a Moscow conference held in 1996 attended by women union leaders from all over Russia.

Despite the difficulties and dangers of her work, Semenenko persists in her mission to build a strong union. "I've been pressed pretty hard," she says, "but I keep going. I cannot work differently."

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management
Date of Training: 10/10/94 - 11/4/1904
Provider: Thunderbird Management Center
PTP Code: 11894154
PDF or PIO/P Code: 784875
Participant Name: Igor Kokarev

Based on the U.S. experience of establishing community associations, Mr. Kokarev established the Community Center Neopalimovka in Moscow, in May 1994. It is a center for all NGOs within the same district of the city. Scientists from the Center of Canadian and U.S. Studies also participated in establishing the Community Center. In 1994 the Center coordinated the distribution of humanitarian aid from New Jersey high school students. It is active in organizing bodies of self-government in the district, as well as improving living standards of the district. The partnership program helps people in finding constructive solutions to every-day problems. Mr. Kokarev thinks that such community organizations are useful for developing the microeconomy of each community and urging them to solve some of their problems locally.

Strategic Objective: 2.4
Country: Russia
Program Title: Management of Independent Trade Unions
Date of Training: 6/19/95 - 7/2/95
Provider: Free Trade Union Institute
PTP Code: 11895098
PDF or PIO/P Code: 788160
Participant Name: Pavel Taletsky

Based on the U.S. training, Mr. Taletsky put together an organizational manual. The techniques described in the manual have already been applied in Novosibirsk, by free union leaders.

Also, after the U.S. training, Mr. Taletsky organized an oblast level teachers' union and it still working with them.

Strategic Objective: 2.4
Country: Russia
Program Title: Social Marketing
Date of Training: 8/28/95 - 9/15/95
Provider: California State University, Chico
PTP Code: 11895125
PDF or PIO/P Code: 792106
Participant Name: Elena Zyrina

Ms. Zyrina, Director of the Goodwill Charitable Fund, reported that her NET training energized her organization. After returning from the United States, she adapted training materials and information acquired in during the training and published several brochures on fundraising, strategic planning, public relations, and other issues vital to NGO development. Since 1995, she has trained over 300 volunteers and NGO representatives through seminars on NGO management, grant writing, human resources management, and methods for establishing partnerships. She has conducted training for NGOs from Perm, Tyumen, Kurgan, Novgorod, Samara, and Yekaterinburg.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management II
Date of Training: 8/10/94 - 9/5/94
Provider: Delphi International Group, Washing
PTP Code: 11894012
PDF or PIO/P Code: 775077
Participant Name: Alla Iarochinskaia

Alla Iarochinskai set up a charity fund to help victims of ecological disasters. Ms. Iaroshinskaya is an activist working with the problems of the Chernobyl disaster. She has written hundreds of articles on human rights, freedom of the press and the ecology. She is also a member of the President Yeltsin Council. Her US Training has helped her to raise money for the fund, which collects information and promotes private research on small dose radiation and its effects on human health.

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Coalition/Assn. Building
Date of Training: 5/10/96 - 5/29/96
Provider: Calif. State Univ., Chico
PTP Code: 11896011
PDF or PIO/P Code: 796653
Participant Name: Olga Kharitonova

- organized a meeting between the city Duma and local NGOs to discuss issues concerning the Sverdlovsk region.
- recently elected member of the local Duma

Strategic Objective: 2.4
Country: Russia
Program Title: Legal Advocacy for Women
Date of Training: 7/18/95 - 8/12/95
Provider: DRUSA
PTP Code: 11895143
PDF or PIO/P Code: 788180
Participant Name: Natalia Saltykova

Natalia Saltykova, an attorney with the Women's Crisis Center, started a pro-bono clinic for domestic abuse victims. A crisis hot line had already been in place even before Ms. Saltykova came to America, however, she was able to help them expand into providing pro-bono training services to teach women how to utilize the Russian court system to protect their rights. The women have been successful in convincing Mayor Luzhkov that there is a need for a shelter for battered women. One shelter has been opened thus far.

Strategic Objective: 2.4
Country: Russia
Program Title: Effective Legal Advocacy for Women
Date of Training: 7/8/96 - 8/12/96
Provider: Democratic Russia - USA Foundation
PTP Code: 11895143
PDF or PIO/P Code: 788176
Participant Name: Anna Bouchmina

Anna Bouchmina is a lawyer at Volgo-Vyatskiy Regional Association of Russian Trade Unions "Sotsprof". After her training, during the period from September to October, 1995, she published several articles about U.S. experience on women's rights advocacy in local newspapers. She conducted several lectures for Volgo-Vyatskiy Regional Association of Russian Trade Unions "Sotsprof" and other trade union associations. The main subject of her lectures were labor rights advocacy in the U.S.A. and creation of lobbying organizations. She created a department for women's rights defense in Volgo-Vyatskiy Regional Association of Russian Trade Unions "Sotsprof".

She also met members of the Committee for Legal Policy of Legislative Assembly of Nizhniy Novgorod region. She discussed the opportunities of applying the U.S. legislature to Russian labor, trial and criminal legislation. She presented a report on the U.S. federal law on lobbying.

In cooperation with deputies of the Legislative Assembly in Nizhniy Novgorod region and the Trade Union Sotsprof, Ms. Bouchmina developed a draft of ammendments for labor, trial, and criminal legislation, and worked on the lobbying law.

Presently, Ms. Bouchmina is organizing a shelter for battered women and a Crisis Center for women. She has involved Nizhniy Novgorod Human Rights Defense Organization and other activists concerned to set the centers.

As a lawyer, Ms. Bouchmina consults deputies of Regional Legislative Assembly and Volgo-Vyatskiy Association of Trade Unions "Sotsprof", and discusses with them drafts of federal laws proposed by State Duma.

Strategic Objective: 2.4
Country: Russia
Program Title: Civic Advocacy in Govt. Decision Making
Date of Training: 3/25/96 - 4/13/96
Provider: National Democratic Inst. for Intl. Affairs
PTP Code: 11895194
PDF or PIO/P Code: 796224
Participant Name: Alexandre Ichtchenko

-- organized a roundtable discussion in Rostov on reducing distrust between government and the third sector.
-- played an integral role in uniting NGOs to lobby for a new NGO law

Strategic Objective: 2.4
Country: Russia
Program Title: NGO Management II
Date of Training: 5/28/94 - 6/18/94
Provider: Delphi International Group, Washington, DC
PTP Code: 11894012
PDF or PIO/P Code: 775080
Participant Name: Mikhail Ovtchinnikov

For years Russian citizens have escaped the unbearably cold and dark winters of their northern climate by vacationing at the resorts on the Black Sea. Now they are discovering that the Black Sea is not as peaceful as it

looks, and that deep down below the surface are high concentrations of sulfur which may threaten the existence of this body of water.

This discovery was made by a group of Russian environmentalists from the ecological organization "BIOS," a private voluntary organization which facilitates and implements ecological projects. The founder of this organization, Mikhail Ovtchinnikov, learned how to organize the above expedition and others similar to it as a result of attending a three-week course in the United States on NGO Management with 18 other Russian NGOs/PVOs leaders selected by the Academy for Educational Development through the U.S. Agency for International Development.

The training, which occurred in Washington, DC, Minneapolis, Des Moines, and Chicago, included lessons on the procedures of establishing and managing NGOs/PVOs by focusing on the legal, financial, tax, and marketing concerns of these organizations in the United States. The Russians spent several days job shadowing NGO/PVO leaders and watched them handle the day-to-day management situations within their organizations.

For Mr. Ovtchinnikov, a former government worker of the Russian Ecological Committee who established BIOS after deciding to become an ecologist, the government support of NGOs in the United States was particularly impressive.

"It is remarkable how simplified it is setting procedures for NGOs/PVOs in the United States compared to that in Russia," said Mr. Ovtchinnikov. "All information on the subject is available and registration procedures are quite simple."

Unlike most of the fledging NGOs in Russia, Mr. Ovtchinnikov's organization receives adequate funding from state institutions, such as the Central Ecological Institute, the Institute of Applied Ecology, the Vladivostok Institute of Hydrometeorology, and the Institute of the Arctic and the Antarctic in St. Petersburg. However, Mr. Ovtchinnikov notes that the present system of taxation in Russia does not provide incentives for the establishment of NGOs. "We can only admire the American legislation and tax indulgence which create solid basis for NGOs/PVOs in the country," said Mr. Ovtchinnikov. "Nothing of this kind exists in Russia nowadays."

Mr. Ovtchinnikov implemented what he had learned from his American counterparts in the United States during his expedition on the Black Sea. "Far in the open sea, my memory suddenly went to classroom instructions in Washington," he remarked. "I remembered the elements of American culture. It teaches you to handle the challenge smiling, even if you are grasped with despair. It encourages self-improvement...It says that time is a valuable resource and not to be wasted."

Since his return, Mr. Ovtchinnikov has been working at securing the funding for an expedition to the Baltic Sea. His organization is also providing funding for a monument of Miklukho-Maklai, a famous Russian traveller who became the National Hero of Australia, in commemoration of the 150th anniversary of his birthday.

Strategic Objective: 2.4
Country: Russia
Program Title: Disabled Russian Leaders II
Date of Training: 11/13/94 - 12/10/94
Provider: World Institute on Disability, Berkeley, CA
PTP Code: 11894151
PDF or PIO/P Code: 784973
Participant Name: Lidia Zaborovskaia

- drafted a 1995 law guaranteeing equal rights to disabled Russian citizens
- Raised funds and lobbied for a new law
- Lobbied for better access for the handicapped on Russian railways and the Moscow Metro system
- equipped branch offices of the All-Russia Society of the Disabled with modems so that they can communicate via e-mail

President Boris Yeltsin may have signed the 1995 law guaranteeing equal rights to disabled Russian citizens, but Zaborovskaya and other members of the All-Russian Society of the Disabled, wrote it. Its main principles -- equal access to education, employment, transportation and other services -- were taken from American law, which she studied during NET training in 1994.

Zaborovskaya and the ARSD has continued its lobbying efforts, using strategies for fundraising and media exposure learned during NET follow-on training to push for a new law, and to pressure officials for better access for the handicapped on Russian trains and subways.

The organization has also improved its ability to communicate with its 78 branch offices. Using funds from a grant from USAID and the Eurasia Foundation, the ARSD installed modems in order to allow exchanges via e-mail.

Strategic Objective: 2.4
Country: Russia
Program Title: Public Participation in Environmental Decision Making
Date of Training: 7/11/94 - 7/29/94
Provider: JK Research Associates
PTP Code: 11894069
PDF or PIO/P Code: 785287
Participant Name: Olga Ponizova

- Ponizova set up organization, Eco-Accord, to get information to the public about the environment
- Helped persuade government officials to discuss developing effective environmental plans with NGOs

Her lectures have spawned a course in gaining public input into environmental issues at the journalism school at Moscow State University

Following her US training, Ponizova persuaded government officials to open a dialogue with NGOs on how to develop a more effective environmental plan. Though they agreed to talk, the officials were not initially sympathetic to the idea of public participation and access to information.

"They don't understand why people need to know," Ponizova said. "And they're afraid of NGOs; they think we can only criticize." However, an early draft of the alternate plan prompted an official in the Ministry of Environment to praise the interaction.

A follow-on session focused on methods that environmental groups can use to influence the media and to lobby government successfully. Participants also discussed how to implement a program for public input on environmental issues.

Oleg Stahnov also attended the session. He proposed the lecture idea to the dean of the journalism school at Moscow State University, who asked him to expand it into a full course that is now taught at the university.

Strategic Objective: 2.5
Country: Russia
Program Title: Investigative Journalism/Electronic
Date of Training: 9/27/94 - 10/16/94
Provider: Indiana Training Exports
PTP Code: 11894051
PDF or PIO/P Code: 778547
Participant Name: Valeria Otchinian

The first independent television station in the Russian city of Yekaterinburg began operations in 1991 from two basement rooms in a student dormitory. None of the founders had any experience in television production: one of the directors was a physicist, the other was a sociologist. For equipment they had one TV camera.

“Channel Four,” as the station is called, now routinely sits atop the ratings ladder. It also has the region’s most respected news program, known for its feisty and reliable reporting.

How did a basement operation run by amateurs become a major TV station in only five years, consistently reaching 1.5 million viewers with its programming? The answer is twofold: with its own scrappy determination and a lot of outside help. Funding from the United States Agency for International Development provided both training in the U.S. and ongoing technical assistance in Russia.

Valeria Otchinian, director of the station’s heralded news programs, benefited from a month-long journalism program which took her to Chicago, Fort Wayne, and Indianapolis in the fall of 1994. She traveled in a group of 22 editors and reporters, some from “Channel Four” but most from other Russian stations. Organized by the Academy for Educational Development and Indiana Training Exports, the program consisted of classroom lectures, panel discussions, and site visits to local TV stations as well as the Indiana University School of Journalism. Topics of instruction included both newsroom management and techniques of television journalism.

For Otchinian, the timing of the program could not have been better. In August 1994, one month before the U.S. training, Channel Four’s president replaced the entire news team and picked Otchinian to head up the new team. Consequently, on returning from America, she was able to apply much of what she had learned from the training.

“Everything in our newsroom is modeled after the U.S.,” she says. “I didn’t know anything about the technical process of news production. None of us were specialists, so we couldn’t have achieved what we have without help. We have no television schools here. By ourselves we eventually would have made improvements, but the training program helped us make them quickly.”

Four separate four-day seminars in Russia served as follow-up training for participants who attended any of seven journalism programs in the U.S.. Held in July and August of 1995, the seminars were conducted by Internews Network in Moscow, St. Petersburg, and Novosibirsk. With USAID funding, Internews has long provided technical assistance not only to Channel Four but also to many stations throughout Russia.

Both the U.S. training and the follow-up seminar attended by Otchinian placed special emphasis on investigative reporting. It wasn’t long before she could put her skills in this field to use. After months of research, she broke the story that turned out to be one of the biggest of 1995 in Yekaterinburg. In June of that year, a major bread shortage unsettled the city’s population. It culminated on June 12, Russia’s Independence Day, when angry citizens fought for position in long lines outside bread stores. The people wanted to purchase traditional holiday bread for their evening celebrations, but most stores had no bread of any kind, let alone the festive sort.

The question of why a bread shortage had occurred went unanswered, so Otchinian decided to look into the matter. It seemed that public funds had been misspent. The state annually provides loan money to bakeries and grain mills for the purpose of ensuring an adequate bread supply. These firms are supposed to compete for the loans in an impartial bidding process.

Otchinian discovered, however, that the money had been distributed in secret, without bidding. The vice-governor of the regional administration had given the loans to friends and family members who used the money for a variety of business and recreational purposes. None of it was used for its original purpose: bread production.

Using sources from local banks, Otchinian obtained documents showing where exactly the money had gone. She learned that in one case a loan had gone to the vice-governor's daughter, who bought flour from a mill and later resold it at a profit to the same mill. In other cases the money was used as seed capital for new businesses. In still other cases, the loans had simply been deposited in banks and the interests was then used for cars and vacations.

All this was revealed in Otchinian's news reports. Soon the regional prosecutor's office was involved and eventually the vice-governor was fired from the administration. Now all the misspent money is being paid back.

The training that helped Otchinian and "Channel Four" gain such respect and influence is having a ripple Effect. Otchinian has sent a series of training videos made by Internews to 12 TV stations in the region. "We've sent the tape to regional companies that, like Channel Four, got their start in a basement and are now rising," says Otchinian. "These channels then grow and can help us by transferring news to us. It becomes a mutually beneficial relationship."

Otchinian contrasts the current success of Channel Four and its high-quality news programming with the state-run news programs of the former Soviet Union. "The tradition of the Soviet media was to hide the news," she says, "but our world has changed now; people are waiting for information, expecting it. Before we had one or two programs: there were no talk shows, no interviews, only talking heads telling us how well we were living. Everything was censored. Now we express real opinions. We're using the American model of news production, characterized by openness and dynamism."

Strategic Objective: 2.5
Country: Russia
Program Title: Legal Journalism, Print II
Date of Training: 11/26/94 - 12/17/94
Provider: Indiana Training Exports
PTP Code: 11895074
PDF or PIO/P Code: 778433
Participant Name: Vladislav Grinev

Legal reform has come to the south Russian city of Rostov-on Don all at once. In the past three years, this region of 3 million people has witnessed the introduction of a jury system, the adoption of a new "family" code which clarifies the law in areas such as divorce and domestic violence, and the passage of consumer rights legislation regulating such things as apartment transactions and financial pyramid schemes. Literally, the people of Rostov have received more rights than they know what to do with. Where do they turn for help?

The answer is television. More specifically, the citizens of Rostov watch two new programs on legal matters, both created and produced by Vladislav Grinev, a director of programming for Rostov State Television and Radio Company. The first show, a weekly program called "Presumption", began airing shortly after Grinev's return from a USAID funded NET program in the United States on legal journalism. The second, a monthly show called "Club of Lawyers", went on the air after his participation in the NET follow up seminar held in Moscow in July 1995.

The purpose of both shows is to help people make sense of new laws and legal reforms. A typical program format, with Grinev as moderator, will highlight an issue such as how jury selection works and will include prominent lawyers or professors as commentators. "Club of Lawyers" also takes calls from the public.

"For more than 70 years," says Grinev, "Soviet people were far removed from the legislative system. They weren't able to petition any court. That's why we have such a legal vacuum among people. With these new programs we try to fill that vacuum."

Grinev credits the NET program for providing inspiration and information in his effort to educate the public. "The value of the program was very high," he says. "We were able to exchange opinions with others in our field, and it developed and enlarged our knowledge. We became familiar with legislative systems around the world, especially the American system.. We also learned about principles of law and the work of lawyers."

Organized by Internews Network and the Academy for Educational Development, both the US phase of training and the follow-up workshop support USAID's objectives of increasing public access to information. The workshop, attended by 58 Russian journalists, was held four times at three different sites: twice in Moscow, and once in both St. Petersburg and Novosibirsk. Its purpose was to improve reporting and management skills in the areas of legal investigative and business journalism. It provided a forum for journalists of the same region to discuss their US training and to exchange ideas about practicing journalism in a time of national economic upheaval.

The experience and training have proven invaluable for Grinev, and in turn for the people of Rostov; many of them rely on the new shows as they would on a lawyer. For example, when people lost money in a recent financial pyramid scheme, Grinev did a program on how to file a lawsuit against the organizers of the pyramid. The result, he says, is that many people have filed suit and stand a good chance of getting their money back.

In a recent murder case, when the defendant's conviction was overturned by an appellate court, few people understand how one court could oppose another. To clarify the procedure, Grinev devoted an entire show to the process of appeals.

"To obey the law," says Grinev, "people need to know more. Our main task is to improve the legal culture of Russia. We are preparing people psychologically so they can use their rights to protect themselves."

Strategic Objective: 2.5
Country: Russia
Program Title: Independent Media: Electronic
Date of Training: 8/1/95 - 8/16/95
Provider: Mississippi Consortium for International Development
PTP Code: 11895107
PDF or PIO/P Code: 787903
Participant Name: Elena Zlotnikova

- helped negotiate new agreements with the network's affiliates, clarifying the mutual obligations of both parties
- assisted the network in developing a sales package that better represents itself and its audience to potential advertisers
- with the input of a US consultant, coordinated a complex programming schedule which spans 11 time zones
- applied the results of a television ratings survey to increase advertising revenue by demonstrating to the advertisers the true extent of the network's audience
- helped found an association of broadcasters to address such issues as piracy and the tax burden on electronic media

Zlotnikova used the ideas and information she gained from her US based training to help her network, TV6, negotiate effective contracts with its affiliates, ensuring that the affiliates maintain an exclusive relationship with the network. The network in turn can only use one affiliate in a given town. The agreements established the mutual obligations of both parties, ensuring that the affiliates credit TV6 as required and that they run network programming and advertising in the stipulated time periods, for the agreed upon rates.

Following examples studied in the US, TV6 has developed a sales package that better represents itself and its audience to potential advertisers. The package includes maps of coverage areas, timetables of programming and schedules of network feeds. Such improvements, along with the newly formalized relations with affiliates, resulted in an expansion of TV6's audience from 70 million to 80 million in January.

With the assistance of Internews, an organization funded in part by USAID to develop an independent media in Russia, TV6 coordinated a complex program schedule spanning 11 time zones. Sales reps from TV6 used the results of the first TV ratings survey in Russia to increase advertising revenue. For example, in the Siberian city of Krasnoyarsk, the total advertising revenue in 1993 was \$40,000. When the sales reps demonstrated audience ratings to customers, they were able to increase sales of advertising time to a total of \$600,000 in 1995.

Zlotnikova helped found an association of broadcasters as a result of the knowledge gained from her meetings with officials of the National Association of Broadcasters during her US training. The purpose of this new association is to give legitimacy to the electronic media and to support it in a variety of ways, such as protecting it against piracy and working to reduce the high tax burden.

Strategic Objective: 3.1
Country: Russia
Program Title: Environmental Health
Date of Training: 7/5/94 - 7/29/94
Provider: New Mexico State University, Las Cruces
PTP Code: 11894098
PDF or PIO/P Code: 775369
Participant Name: Olga Ponomareva

Officials in Russia's health and environmental ministries have yet to be persuaded of the need for more advanced methods of measuring the effects of pollutants on human beings. Olga Ponomareva plans to change their minds.

In July 1994, Ponomareva, with a delegation of Russian doctors and scientists traveled to the United States to attend a USAID funded NET program on health and the environment. On returning to Russia she and five other participants founded an organization to introduce and promote new methods of assessing environmental health risks--methods they studied in the US.

"Many government agencies are responsible for information on such health risks," says Ponomareva. "We can't take their place. We can only show them that their methods of gathering data and the decisions based on that data are not satisfactory."

A forum for doing this was provided by a NET workshop that served as follow-up to the US training. Held in December 1995 and attended by 52 Russians, the workshop was organized by the group that Ponomareva founded. In attendance were environmental health researchers as well as officials from the health and environmental ministries.

In addition to lectures on risk assessment technology and systems, the agenda included case studies of polluted areas in the US and Russia. Participants received and were taught how to use software that analyzes the health risks of toxins such as lead and those found at hazardous waste sites. Ponomareva's organization, called the International Institute for Health Risk Assessment, plans to hold seminars around the country to introduce such software and explain its uses.

The software is crucial to strengthening environmental standards in Russia, says Ponomareva, because it can provide exactly what is now missing here--namely, hard data about the health risks of certain pollutants. "With this software we can predict how much a person's life span will be shortened by eating vegetables grown in soil contaminated by a give chemical." This is important because government and business officials often deny that such chemicals harm people.

"In court," says Ponomareva, "we would lose all cases because we can't prove that a company caused people's deaths. The software eventually will help us to provide clear proof."

Following the workshop, Ponomareva and her colleagues decided to write a book explaining the benefits of the new risk assessment methodologies. "WE hope it will help to convince our leaders," she says. "Our task is to change the viewpoint of people above us, and I relish the thought that our ideas will stick in the minds of officials from the health and environmental ministries." The book, supported by a \$15,000 grant from USAID will be published in December 1996.

In addition, Ponomareva's organization received a \$67,000 from USAID to conduct two pilot projects using the new risk assessment methodology. The cities of St. Petersburg and Tula will serve as test cases. Ponomareva expects the results will be presented to government officials as proof of the need for new risk assessment systems and technology in Russia.

Ponomareva has high hopes for what her new organization can achieve. "We want to become a center for reliable information and to pass along the methods we studied in the US. The NET workshop was very helpful in allowing us to see new approaches and to compare our work with that of our counterparts. When we returned home we all felt ambitious."

Strategic Objective: 3.1
Country: Russia
Program Title: Environmental Health
Date of Training: 7/5/94 - 7/29/94
Provider: New Mexico State University, Las Cruces
PTP Code: 11894098
PDF or PIO/P Code: 775359
Participant Name: Oleg Rochtchine

Oleg Rochtchine, a leading specialist in Municipal Hygiene at a regional Center of Hygiene in Kemerovo, has shared his new knowledge with his colleagues who form a team of sanitary and epidemiological executives in the region. He is currently serving as an advisor on the environment to the government of Kemerovo.

Strategic Objective: 3.1
Country: Russia
Program Title: FDA - Food Safety
Date of Training: 8/12/95 - 8/26/95
Provider: Food and Drug Administration, Rockville
PTP Code: 11895133
PDF or PIO/P Code: 787956
Participant Name: Anatoli Monissov

· assisted in formulation of "Memorandum of Cooperation" for improved food safety, quality control and labeling, signed at recent Gore-Chernomyrdin Committee meeting

As a result of his training in the US, Monissov was a key participant in conceiving the Memorandum of Cooperation on food safety, quality control and labeling signed at a recent Gore-Chernomyrdin Committee meeting. The agreement between the US and Russia will promote public health and facilitate trade between the countries. The agreement calls for periodic information exchanges as well as joint training workshops for specialists in food quality and inspection.

According to Monissov, food regulation was less complicated under a centralized economy where only a few agencies controlled all importation of foodstuffs. "Now, with so many food products coming in, it is difficult to organized a system of surveillance," says Monissov. The current system is costly and time-consuming, relying entirely on custom officials to detect bad food by examining shipments at border stations. "We can't control it. The custom officials don't even know when shipments are coming in." As a result, substandard food appears in Russian markets.

With consultation from the FDA, the state committee headed by Monissov drafted a proposal for a new a comprehensive food safety law now being reviewed by the Yeltsin Administration and Parliament members. "The new law could have a powerful effect. It will force producers and suppliers to think of the health of the people and not just money," said Monissov.

To provider further technical assistance, USAID allocated funds for up to three training workshops, one of which was held in December 1995. Food inspectors from Russia's borders were invited to Moscow to discuss quality control in their areas and to learn of food safety practices in the U.S.

"The U.S. developed its system of quality control at the turn of the century. That is 80 or 90 years before us. We are trying to combine our ideas with that experience. The U.S. training was very helpful - we learned alot. Now we have very positive relations with the FDA, which I am sure will be prolonged."

Strategic Objective: 3.2
Country: Russia
Program Title: Clinical Quality Assurance
Date of Training: 10/10/94 - 11/5/94
Provider: Drew Medical School, Los Angeles
PTP Code: 11894110
PDF or PIO/P Code: 778207
Participant Name: Lydia Samoshkina

Lydia Samoshkina saw a strong emphasis placed on patient needs during her US experience. She is now in the process of establishing a new hospital facility and plans on implementing the team approach so evident in and crucial to the American health care system.

Strategic Objective: 3.2
Country: Russia
Program Title: Women's Health with Observation
Date of Training: 8/15/94 - 9/9/94
Provider: International Health Program
PTP Code: 11894111
PDF or PIO/P Code: 775790
Participant Name: Yelena Lysova

Yelena Lysova, Deputy Chief Physician, Department of Health, Novokuznetsk, has been able to improve the city's regional family planning centers through staff training in adolescent health care programs. As a result of her work, the number of teenage visits to the clinic and contraceptive usage is on the rise and more comprehensive school and education programs are planned. Additionally, the Novokuznetsk region will work with the Magee-Savior's Family Planning and Consumer Education Centers this year to open Novokuznetsk womancare educational resource and family planning clinic site. Four medical professionals will travel to Moscow for two 2-week training courses in prenatal care and patient-focused family planning. The Novokuznetsk region will join the Magee-Savior's network of 24 regional consumer education and family planning centers working to improve health conditions for women and their families.

Strategic Objective: 3.2
Country: Russia
Program Title: Communicative Disease Prevention/Control
Date of Training: 4/3/95 - 5/5/95
Provider: Center for Disease Control
PTP Code: 11895078
PDF or PIO/P Code: 785779
Participant Name: Oleg Zemliansky

Mr. Zemliansky is the deputy chief doctor of Belgorod Regional Epidemiologic Control Center. He has implemented some new principles of statistical analysis in his work. Based on U.S. experience in lab work, Mr. Zemliansky plans to change the structure and activities of his center for a better surveillance, control of prevention of communicative disease.

Strategic Objective: 3.2
Country: Russia
Program Title: Communicable Disease Prevention/Control
Date of Training: 4/3/95 - 5/5/95
Provider: Center for Disease Control
PTP Code: 11895079
PDF or PIO/P Code: 785764
Participant Name: Yelena Shibrik

Chief of Epidemiology Department, Khabarovsk Regional Center for State Epidemiological Control. Ms. Shibrik designed questionnaire forms to conduct a survey on hepatitis and intestinal diseases. After the data is collected, Ms. Shibrik will analyse it with Epi 5 software, also acquired in the U.S.

Strategic Objective: 3.2
Country: Russia
Program Title: Nursing Education
Date of Training: 9/5/94 - 9/30/94
Provider: George Mason University
PTP Code: 11894115
PDF or PIO/P Code: 777187
Participant Name: Natalia Maltseva

Using American training materials, Natalia Maltseva prepared a training methodology text book that was approved by the Ministry of Health of the Russian Federation. At the end of this year there will be a second edition of this text book.

Strategic Objective: 3.2
Country: Russia
Program Title: Executive Development with Observational Travel
Date of Training: 12/1/94 - 12/19/94
Provider: Linkages International
PTP Code: 11895024
PDF or PIO/P Code: 785480
Participant Name: Oleg Shchepin

Director of National Research Institute of Social Hygiene, Economics and Management of Healthcare, Mr. Shchepin utilised the acquired information in his lectures on U.S. healthcare, as well as publishing a number of articles and working on his book. He also referred to the U.S. experience when working on documents for Russian healthcare reform.

Strategic Objective: 3.2
Country: Russia
Program Title: Drug Information and Use
Date of Training: 9/14/94 - 10/25/94
Provider: Howard University, Washington*
PTP Code: 11894100
PDF or PIO/P Code: 776144
Participant Name: Nikolai Evtouchenko

Nikolai Evtouchenko, (Drug Information and Use) Director of the Russian State Scientific-Research Institute on Drug Standards and Control, placed an order with Mr. Jerry Halprin, CEO of US Pharmacopeia, for \$8,000 worth of pharmaceutical standards. Both sides expect that this is only an initial order and the preparations are underway for Mr. Evtouchenko's organization to become a long-term representative of US Pharmacopeia in the NIS region. Both sides should benefit economically. In addition, the introduction of US standards should be a qualitative improvement in pharmaceuticals for Russian consumers. USP is currently working on translating some of their databases into Russian.

Strategic Objective: 3.2
Country: Russia
Program Title: Women's Health with Observation
Date of Training: 8/15/94 - 9/9/94
Provider: International Health Program
PTP Code: 11894111
PDF or PIO/P Code: 775788
Participant Name: Natalia Pasman

Natalia Pasman, Assistant Director of the Mayor's Committee on Health, since her training in the U.S., has been able to secure funding from sources outside the Novosibirsk government to enhance the city's regional family planning clinics. Partnering with USAID, SEETS and Mothercare, she will work to improve family planning and prenatal services for women in Novosibirsk and the Novosibirsk region. Ms. Pasman indicated that partnership with these American organizations will give the cities' family planning centers credibility and exposure. Women will want to go to those centers because they know that services provided are not typical and will focus on the individual. The partnership will also help medical professionals improve their patient care skills and knowledge of contraceptives. Additionally, the Mayor's Committee and the partnering American organizations will work with the Magee-Savior's consumer education center for further training in prenatal and Lamaze care.

Strategic Objective: 3.2
Country: Russia
Program Title: Women's Health with Observation
Date of Training: 8/15/94 - 9/9/94
Provider: International Health Program
PTP Code: 11894111
PDF or PIO/P Code: 775789
Participant Name: Alexandre Shin

Alexander Shin, Deputy Chief Physician, Kemerov region, has, since his return, opened a prenatal center. The opening of this center was a great success for the Kemerov women. The rate of high risk pregnancies is on the rise but with his center he hopes to decrease the rate of infant mortality and maternal morbidity. Many of the patient care practices and techniques he observed in the U.S. are now used in his regional center. Women are allowed to have visitors and the focus on patient education has improved greatly. Mr. Shin has implemented some changes in managing his staff, such as delegating more tasks and encouraging the employees to take initiatives.

Strategic Objective: 3.2
Country: Russia
Program Title: Clinical Quality Assurance
Date of Training: 10/10/94 - 11/5/94
Provider: Drew Medical School, Los Angeles
PTP Code: 11894110
PDF or PIO/P Code: 778209
Participant Name: Natalia Kremleva

Natalia Kremleva is the Director of the Kaluga Insurance Fund. During her trip to the US, she noted a tremendous difference between the US and Russian approaches to quality delivery in the health care field. In Russia health administrators typically react to poor quality health care situations, while in the US, governmental encouragement of high quality health care is a prescriptive measure. Seeing this, Ms. Kremleva, with the help of colleagues in Kaluga, has developed her own health program. This program is being partially funded by the World Bank and includes reforms in payment for medical care, outpatient care, and the concept of the family doctor. She is currently focusing on the problems of maternal and child health care in the Kaluga region.

Strategic Objective: 3.2
Country: Russia
Program Title: Health Finance/Delivery Systems Observation
Date of Training: 8/15/94 - 9/2/94
Provider: Pragma Corp, Falls Church
PTP Code: 11894101
PDF or PIO/P Code: 776359
Participant Name: Vladimir Chernishev

Vladimir Chernishev, the Managing Director of the Public Health Care Association (PHCA) of Siberia, said that the most important lesson he derived from his US training was how to conduct seminars. Through PHCA, he is collaborating with Abt Associates to conduct seminars on reform in health care financing and management. He has already conducted a seminar for health officials from Siberia which focused on issues related to quality of care. He is currently developing a program on maternity care and will soon be publishing a book on health care in Siberia.

Strategic Objective: 3.2
Country: Russia
Program Title: Executive Development with Observation I
Date of Training: 12/1/94 - 12/20/94
Provider: Linkages International
PTP Code: 11895024
PDF or PIO/P Code: 777630
Participant Name: Anatoly Mishin

Anatoly Mishin, the Deputy Head for Health Problems in the Altay Kray Administration, said that both the US and follow-on training provided important information for developing health care reform in Russia. From his point of view, the initiative for promoting such reform came from legislators and regional administrators, who were both well-represented in the US and follow-on training. Mr. Mishin stated that the US training gave him the impetus to employ general practice physicians in the Altay Kray and to promote the use of business principles among physicians in the region. With help from American colleagues he met during his US training, Mr. Mishin established contacts in the Moscow office of Abt Associates, which now runs two projects in the Altay Kray and helps with the purchase of new medical equipment.

Strategic Objective: 3.2
Country: Russia
Program Title: GCC I: Applied Epidemiology
Date of Training: 9/1/95 - 10/6/95
Provider: Centers for Disease Prevention and Control
PTP Code: 11895129
PDF or PIO/P Code: 792797
Participant Name: Konstantin Stoukolkine

Using materials and information from his U.S. training, Mr. Stoukolkine, Chief Physician at Novgorod City Hospital, made a presentation at the 1995 Conference on Immunization of Children in Novgorod. Mr. Stoukolkine also participated actively in the development and implementation of Novgorod's 1996 immunization program, which resulted in a significant drop in deaths from diphtheria.

Strategic Objective: 3.2
Country: Russia
Program Title: Women's Health w/Observation
Date of Training: 8/15/94 - 9/9/94
Provider: Intl. Health Programs, Santa Cruz
PTP Code: 11894111
PDF or PIO/P Code: 775799
Participant Name: Gennady Kolgushkin

AT LAST, OPTIONS OTHER THAN ABORTION STRAIGHT TALK, BETTER BIRTH CONTROL EASE CRISIS IN TVER

What is the best way to talk about the sensitive topic of birth control? Whatever the answer may be, Gennady Kolgushkin admits that Russian doctors and teachers traditionally have failed to discuss it in an honest and effective manner. "Here it has always been bad manners to talk about such things," he says. "And for the majority of the population it was an unknown topic."

Kolgushkin is the chief doctor at a maternity hospital in the city of Tver, located about 100 miles northwest of Moscow. The abortion rate in this region supplies ample evidence for his claims. Throughout the 1980s, for every one birth there were two abortions, and the same rate has occurred during much of the 1990s.

According to Kolgushkin, the problem involves not just poor communication but also inadequate methods of birth control. Condoms and abortion were long the only options available in the post-war period, and when birth control pills eventually were made available they were of low quality and resulted in many complications, discouraging their use.

Fortunately, much has changed in a short period. A massive education effort headed by Kolgushkin and sponsored by the United States Agency for International Development has already resulted in a falling abortion rate and the widespread availability of high-quality contraception. The impact of the program has been remarkable. For example, in 1994 doctors performed 11,000 abortions in Tver; in 1995 the number had plummeted to 7,000. Although statistics are not yet available for 1996, Kolgushkin says the abortion rate continues to decline.

The education effort now consists of an ongoing series of classes and seminars. But the whole project began in 1994 when Kolgushkin attended a USAID-funded exchange and training program for 23 Russian specialists in the area of women's health.

Administered by the Academy for Educational Development, the program provided an intensive month-long course in prenatal care, birth control technology, and prevention of sexually transmitted diseases. Participants traveled first to Washington, DC, and then to Atlanta, visiting clinics and hospitals and consulting with health care professionals in both cities. But most of the time was spent in Santa Cruz, CA, at the headquarters of International Health Programs, which conducted the training.

Following the US experience, Kolgushkin collaborated with USAID to make his hospital a base for the introduction of an entirely new approach to the discussion and practice of birth control in the Tver region.

"We traditionally used an academic approach," says Kolgushkin, "and young people especially didn't get it. Our specialists now have a new way of sharing ideas. In the US we learned a much easier and more relaxed way of discussing these topics. And when we started to use this informal approach in Tver we realized we enjoyed it and others did too. Many people have noticed the difference."

Thus far in 1996 USAID has sponsored five week-long seminars in Tver, each having been led by an American health expert with help from Kolgushkin and his staff. In attendance were medical personnel from the city's five maternity hospitals, as well as personnel from neighboring cities.

"We prepare specialists so they can teach staff from other centers," says Kolgushkin. "We want to reach as many people as possible."

Also at the seminars were professors from Tver's medical academy and teachers from the local nursing college. Both institutions have already incorporated into their curricula the new methods of teaching birth control that Kolgushkin studied during the NET training.

The educational effort has not been limited to periodic seminars but has also been institutionalized in the form of new counseling centers in each of the city's maternity hospitals. Here women and men can talk with a family planning specialist who is authorized to provide a variety of birth control options free of charge.

"In general our focus is on young people," says Kolgushkin. "If we take good care of young women and help them to move away from having abortions, then half our work is done."

The emphasis appears to be working. The counseling centers opened in May 1996 and since then there has already been a 15 percent drop in the number of abortions by teenage women. "Our main task is to provide options other than abortion," says Kolgushkin, "and in that we are succeeding, thanks to what we learned in the US. After our experience there we understood we had to change the way we worked."

A three-day seminar in October 1995 served as follow-up to the US program. Held separately in Moscow and Novosibirsk, the seminar provided training in client counseling and overall management of family planning

programs. It was conducted by Magee Womancare International, which continues to collaborate with Kolgushkin in Tver.

Although his work in the Tver region is far from over, Kolgushkin is now busy planning seminars for other regions. "Soon we'll be going to Kaluga (south of Moscow) and now we're trying to decide who should attend and which literature to bring and...." Here he pauses, as if pondering a seminar to be held after this one, and wondering how many lives might be changed with the knowledge he holds.

Strategic Objective: 3.2
Country: Russia
Program Title: Communicative Disease Prevention/Control
Date of Training: 4/3/95 - 5/5/95
Provider: Center for Disease Control
PTP Code: 11895079
PDF or PIO/P Code: 785772
Participant Name: Valery Saukhat

Mr. Saukhat has implemented Epi-info software in the activities of the Center for Epidemiological Surveillance in Magadan, where he is the chief doctor.

Strategic Objective: 3.2
Country: Russia
Program Title: Communicable Disease Prevention/Control
Date of Training: 4/3/95 - 5/5/95
Provider: Center for Disease Control
PTP Code: 11895079
PDF or PIO/P Code: 785768
Participant Name: Mikhail Vyoushkov

Mr. Vyoushkov is the chief of Infectious Disease Department in Nizhny Novgorod Center for Epidemiologic Surveillance. He successfully implemented a project "Software Development and Utilisation for Nizhny Novgorod Epidmiology Center in 1995-96." The Center implemented and extensively utilises EPI Info software: weekly epidemiologic surveys are conducted and analysed.

Tajikistan

Strategic Objective: 1.2
Country: Tajikistan
Program Title: National Budget
Date of Training: 3/1/95 - 4/4/95
Provider: Arthur D. Little
PTP Code: 11595034
PDF or PIO/P Code: 787140
Participant Name: Kozi Raimovich Radjabov

Upon his return, Radjabov held a meeting with his colleagues at the Board for Precious Metals and Stones at the Ministry of Finance regarding his U.S. training on methods of preparing budget sheets. He copied and distributed the materials he acquired in the U.S. at this meeting. He also distributed these materials to other boards and chairmen within the Ministry of Finance, along with a comprehensive report on his trip.

Radjabov coordinates the activities of the Tajik State Fund on Precious Metals and Stones. As such, he is responsible for making numerous contacts with foreign businesses; notably:

- British Minerals Company - in 1994, BMC established a gold mine in Panjakent.
- Gold and Mineral Extraction - established a gold mine in Darvoz.
- Gulf International Minerals - planning to start operations in Kajrokoum in 1996.
- APEX Silver Miners, Ldc - interested in silver mining in Asht.

His enthusiastic efforts earned him a promotion to the Deputy Chairman of the Committee for Precious Metals and Stones. Radjabov is currently looking for more information regarding American mining practices.

Strategic Objective: 1.2
Country: Tajikistan
Program Title: National Budget
Date of Training: 3/1/95 - 3/1/95
Provider: Arthur D. Little
PTP Code: 11595034
PDF or PIO/P Code: 787833
Participant Name: Nassim Primatov

Primatov met with colleagues and other heads of different boards at the Ministry of Finance. His meeting centered on his U.S. training in formulating recurrent and capital budgets at the national, state, and local level, and on ways of adopting it in Tajikistan.

Primatov took part in crafting the President's initial decree on privatization and his subsequent decree on implementation of privatization. This decree was adopted in early August, 1995.

Utilizing his U.S. training, Primatov participated in drafting the 1996 budget for Tajikistan. He advanced the following arguments:

- a strict governmental tax-budget policy to achieve financial stabilization
- avoiding wage increases in public enterprises
- eliminating subsidies and financing of state enterprises
- freezing public hiring
- redistributing privatization incomes to the vulnerable (elderly, children, unemployed)

Primatov continues to be involved in privatization efforts.

He is currently preparing information on the Tajik Aluminum Plant for the Arthur D. Little Management Education Institute of Cambridge, MA.

Strategic Objective: 1.2
Country: Tajikistan
Program Title: Economic Restructuring and Development of the
Date of Training: 7/27/95 - 8/23/95
Provider: TransAction Group, Kansas City
PTP Code: 11595036
PDF or PIO/P Code: 785547
Participant Name: Nouriddin Kayoumov

- gave a lecture on how to adapt American practices to the local economy
- working on legislation that will provide reform for the development of the private sector
- submitted a proposal to the government to set up a committee for government support for small and medium private businesses

Through the lectures on macroeconomics and the site visits to private enterprises, Kayoumov received comprehensive insight on private sector development within the US. After he returned from the US, Kayoumov gave a lecture to over seventy interested entrepreneurs regarding ways of adapting the American practices to Tajikistan. He focused on government support for small and medium sized businesses and economic development.

Per the President's instruction, Kayoumov is reforming legislation to provide aid for the implementation and development of the private sector. As the Director of the Strategic Research Center, Kayoumov is engaged in research on the establishment of an effective implementation mechanism of the Government Program for Economic Restructuring of Tajikistan for the years 1995-2000. Lastly, Kayoumov submitted a proposal to the government in an effort to set up a committee to address the issues of entrepreneurs interested in starting small and medium sized private businesses.

Strategic Objective: 1.2
Country: Tajikistan
Program Title: Financial Management Certificate Program
Date of Training: 9/28/94 - 12/16/94
Provider: University of Kentucky
PTP Code: 11594031
PDF or PIO/P Code: 778402
Participant Name: Dilorom Khaydarova

- conducted a meeting with 15 colleagues at the Strategic Research Center to share the knowledge of US financial management practices
- acquired a job as a manager of the Women in Development Program of the UNDP in Tajikistan

After her return to Tajikistan from US based training, Khaydarova disseminated to her colleagues at the Strategic Research Center her newly acquired knowledge of the structure and function of a free market system. About 15 people attended the meeting, which included such topics as financial regulatory policies, budgeting, financial transactions and accountability.

With her improved English language skills and expanded knowledge of financial management and accountability, Khaydarova secured a position as a manager of the Women in Development Program of the United Nations Development Program in Tajikistan six months after her return. In this capacity, she assists women in starting and further developing their own businesses.

Strategic Objective: 1.2
Country: Tajikistan
Program Title: Financial Management Certificate Program
Date of Training: 9/28/94 - 12/16/94
Provider: University of Kentucky
PTP Code: 11594031
PDF or PIO/P Code: 778405
Participant Name: Bahrom Khotamovich Azamkoulov

- gave 2 presentations for his colleagues and employees in the Monetary and Anti-monopolistic Policies Department of the Ministry of Economics.
- conducted 2 seminars on anti-monopolistic and financial policies for a total of 12 people
- in his work on draft laws for preserving economic competition, he cooperated with his counterparts from Russia, Kazakstan, Kyrgyzstan, Uzbekistan and Turkmenistan

Upon his return to Tajikistan from his US based training, Azamkoulov gave 2 presentations for his employees and colleagues to discuss ways of applying aspects of the American financial and banking systems to Tajikistan. During these presentations, he distributed to the attendees materials on the US financial system and advised them to organize documents and papers in accordance with the world standard.

In October 1995, Azamkoulov conducted 2 seminars, "Anti-monopolistic Policy and Competition" and seven attended the second, "Financial Policy" (financing credits and capital currency dependence), at the Ministry of Economy and International Economic Relations. Five people attended the first seminar.

In November 1995, Azamkoulov gave an interview on the radio program "Nasimi Aiyom" on Tajik Radio to discuss improvements in the anti-monopolistic policy and the development of competition.

Azamkoulov is working on draft legislation regarding natural monopolies and the defense of economic competition. During this process, he has cooperated with counterparts from Russia, Kazakstan, Kyrgyzstan, Uzbekistan and Turkmenistan.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev of Private
Date of Training: 6/25/94 - 8/26/94
Provider: Caledonian Associates
PTP Code: 11594008
PDF or PIO/P Code: 775573
Participant Name: Sergei Usmanov

- organized a seminar to share knowledge gained during his US training with more than 50 colleagues
- was instrumental in creating an economic restructuring plan for the Tajik government
- opened three new branch offices of the East Impex economic consulting firm
- in 1995, created the Fund for the Support of Political and Economic Reform with a grant from a private humanitarian organization. The Fund provides economic and political analysis for Tajik policymakers.

Upon his return from NET training, Sergei Usmanov organized a seminar to share new techniques and strategies with more than 50 colleagues at the Strategic Research Center (SRC) and the East Impex consulting firm.

Late in 1994, Usmanov gave up his position at the SRC to devote himself full-time to East Impex. Since then, he has opened three new branch offices.

In 1995, he developed a proposal for the creation the Fund for the Support of Political and Economic Reform, which would provide economic and political analysis for Tajik government officials. Mercy Corps International, a private humanitarian organization, underwrote the effort. The Fund has now been operating for almost two years.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring II
Date of Training: 6/20/94 - 7/8/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775572
Participant Name: Noorula Usmanov

Noorula Usmanov signed a contract for \$300,000 to procure vacuum packaging for agricultural production.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev. of Private
Date of Training: 6/25/94 - 8/26/94
Provider: Caledonian Associates
PTP Code: 11594008
PDF or PIO/P Code: 775575
Participant Name: Djamched Zabiroy

Following his return from the US training, Mr. Zabiroy made a speech at the meeting with the employees of the Commercial Management of Dushanbe Executive Committee on September 17, 1995, and at the Session of Executive Committee on October 17, 1995.

Armed with new understanding and knowledge, Mr. Zabiroy created his own trading houses, Marshall 1 and Marshall 2, located in Dushanbe. The trading house Marshall 2 began work at the beginning of 1995. Mr. Zabiroy is planning to open Marshall-I early next year.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev. of Private
Date of Training: 6/25/94 - 8/26/94
Provider: Caledonian Associates
PTP Code: 11594008
PDF or PIO/P Code: 775576
Participant Name: Maksud Ziyabaev

He made a report on the results of his trip to the USA at the session of young specialists in Khujand State University. Twenty four people were present.

Mr. Ziyabaev organized the course of lectures on "Business in the USA, a comparative analysis of business in NIS countries and the United States". He himself gives lectures to sixty second year students at the Department of Economics, at Khujand State University. He has arranged "internships" with his students so that they can learn about American style of office-work conditions and business activities that relate to free-market conditions.

Mr. Ziyabaev invited Mr. Semen M. Liviev, the Director of a private company from New York, to Khujand and signed a few contracts for procuring medical supplies (for \$5,000), wine products (for \$15,000), telecommunication beepers and their installation (for \$15,000). Total: \$35,000.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Development of
Date of Training: 6/15/96 - 7/13/96
Provider: TransAction Group, Lee's Summit
PTP Code: 11595035
PDF or PIO/P Code: 787198
Participant Name: Sanobar Khamidova

- presented a report to her Director and other Department Heads
- conducted seminars for over 40 people within the departments of the factory
- will establish a small joint venture with her colleagues from Kazakhstan

Upon her return from the US, Khamidova presented the knowledge she gained in privatization and how to start a business to the Heads of the Department in the Toursounzade China factory, where she is the Head of the Economic Planning Department. She also conducted seminars for other employees in the factory in an effort familiarize them with the American process of privatization.

She was interviewed by the factory newspaper where she explained the US training she received. Over 10,000 copies of her front page article were distributed throughout the factory and the Toursounzade region.

Khamidova is confident of the knowledge she has gained and is interested in starting a small joint venture on car maintenance with some colleagues from Kazakhstan. More importantly, she hopes to make this a family business.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Market Based Agriculture II
Date of Training: 8/12/94 - 9/12/94
Provider: Center for Int'l Research & Trng. in Agriculture
PTP Code: 11594004
PDF or PIO/P Code: 776583
Participant Name: Ikhtier Ashourov

Upon his return from the US, Ashourov assisted in agricultural restructuring plans. Based on his American experience, he proposed converting sovkhoses into collective enterprises and farms. His recommendations were incorporated into the program that was adopted by the Tajik parliament, the Majlisi Oli. Ashourov personally fought to establish free prices for most agricultural products.

As Deputy Minister, Ashourov supervises the new, financially autonomous Agriculture Board. The Board has some leased agricultural enterprises in Yavan province, which, if successful, hopes to expand to other regions.

Ashourev is currently engaged in the new agricultural privatization program.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Market Based Agriculture II
Date of Training: 8/12/94 - 9/12/94
Provider: CIRTA, Parkersburg
PTP Code: 11594004
PDF or PIO/P Code: 776582
Participant Name: Odilzhon Dzhaborov

Odilzhon Dzhaborov organized a seminar for 30 colleagues and delivered a lecture on the US agricultural system. He has also jointly prepared an article for publication which covers issues of farmers' support, crediting, taxation and insurance systems in US agriculture.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring/Dev of the Private Sector
Date of Training: 6/15/95 - 7/13/95
Provider: TransAction, LLC, Kansas City
PTP Code: 11595035
PDF or PIO/P Code: 793197
Participant Name: Vladimir Grabarenko

Upon his return from the US, Grabarenko briefed his employees in the Cultural and Trading Association Inter-Shark on his findings on how the US implements privatization and the government's involvement and support. He also compared and contrasted the US-Tajik economic systems.

Before his departure from the US, Grabarenko established a professional contact with Ann. G. Pardalos, a Trade Specialist with the International Trade Office of Missouri. Grabarenko hopes to coordinate with this office and set up contacts with others in order to implement several ideas he gathered based on his training and the needs of his country. Grabarenko plans to discuss with her the creation of a joint agricultural and industrial complex on cultivation, processing, and preserving commercial agricultural products. He also wants to explore the possibility of exporting the white marble deposits of Tajikistan, establish a joint firm based on the cultural and economic collaboration for the development of tourism in the Pamir Mountains (a current project of his own company), open a service station for foreign cars (German, American, Swedish, etc.) and construct a plant to process Dushanbe's utility refuse.

He is confident that the ideas and skills he gained from his US training will allow him the opportunity to establish contacts that will help him carry out his ideas for the development of Tajikistan's private sector.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev. of Private
Date of Training: 6/15/95 - 7/13/95
Provider: Scientific and Producing Center
PTP Code: 11595035
PDF or PIO/P Code: 793199
Participant Name: Achourov Abdoulvodjid

Achourov Abdoulvodjid was more than happy to make copies of all the materials from his US training and share his experiences with his employees, as the Director of the Scientific and Producing Center "Nigina".

Now that he knows how the US private sector works, Mr. Abdoulvodjid will be publishing in the local newspaper "Business and Politics" on how private businesses can be successfully established in Tajikistan and will give advice on how to privatize the Dushanbe Butter Plant.

Together with Ms. Ellen Pruyne, UN Small Business Advisor, Mr. Abdoulvodjid is preparing a UN Preliminary Project on Development of Small and Middle Business in Tajikistan.

Since his return from US training, he also created an info-analytical center within the National Association of Small and Middle Businesses. He has submitted a small project proposal to establish a center that will provide a database on local and foreign non-governmental organizations in Tajikistan.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Development of
Date of Training: 6/15/96 - 7/13/96
Provider: TransAction Group, Lee's Summit
PTP Code: 11595035
PDF or PIO/P Code: 793217
Participant Name: Kholnazar Khalikov

Upon returning from his US training, Khalikov organized several meetings around the Republic, including within the Municipal Department of which he is the Deputy Head, in order to disseminate the knowledge acquired in the area of privatization. Over 100 people participated in these meetings.

Khalikov was able to establish and maintain contacts with American companies, such as CARC, Five Continent Enterprises, Inc. and Butler Manufacturing Company. Khalikov is attracting investors and is trying to set up a joint venture on the construction of buildings and lodgings.

After his US training, Khalikov, as a Deputy Head of the Municipal Department, took part in working out the resolution on privatization for a number of construction enterprises, including the Dushanbe concrete plant and the Sangtuda electric station.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Business Environment II
Date of Training: 10/30/95 - 11/17/95
Provider: Washington State University
PTP Code: 11595044
PDF or PIO/P Code: 796861
Participant Name: Mousharraf Kaganovna Khassanova

During her training in the US, Ms. Khassanova became acquainted with market economy principles and the development of private enterprises in the transition period. She learned much about security markets and stocks, business incubators and how to start a business.

On returning Ms. Khassanova had a meeting with her employees and her colleagues in her company. There were more than 200 people present. She shared her knowledge with them and distributed copies of materials she had received. She talked about her US training and provided examples of successful privatization within the NIS countries.

While visiting business incubators in the Tri-Cities, WA, Ms. Khassanova examined how they functioned. She learned how these business associations are governed and how they provide help to a beginning businessman.

She was so impressed by her training that her new ideas and enthusiasm were taken up by her colleagues. She is interested in establishing a joint-venture with a foreign company. Additionally she would like to create business incubators in Tajikistan and particularly in Kanibadam.

Ms. Khassanova established contacts with the Ashgabad enterprise, "Yaran". They signed a contract to barter delivery of materials and technical equipment. She is working on establishing strong links with their counterparts.

Another idea of Ms. Khassanova is to organize seminars in cooperation with the NET office in Kanibadam. She would like to invite entrepreneurs and private owners to participate in such seminars and workshops.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev. of Private
Date of Training: 7/27/95 - 8/23/95
Provider: TransAction Group
PTP Code: 11595036
PDF or PIO/P Code: 793398
Participant Name: Akmoliddin Samiev

- formed a business relationship with an American entrepreneur, who will help him purchase equipment for his battery factory
- became a member of the American Society of Travel Agents (ASTA) and attended their 1995 World Travel Congress in Philadelphia, PA
- signed a contract of cooperation with the American company L&A Status, Inc. and is presently recruiting teenagers in Tajikistan to send them to the company's training camp

Akmoliddin Samiev is becoming a very successful private businessman in Tajikistan as a result of his NET training. Samiev, who is the owner of a holiday motel, bread-baking plant, and battery factory, established several important business relationships during his US training which will help strengthen his enterprises and provide training for Tajikistani youth.

During his NET training, Samiev met Anthony Schamel, a businessman working in livestock exchange. Schamel has offered to help Samiev purchase equipment and spare parts for his battery factory. They are currently corresponding with each other to discuss the details of this transaction.

While he was in the US, Samiev became a member of the American Society of Travel Agents (ASTA). He was invited by ASTA to attend their 1995 World Travel Congress in Philadelphia in November 1995.

Samiev also signed a contract with L&A Status, Inc., an American company involved in training specialists in management, marketing, accounting, finance and tourism. The company has a program called American Graffiti Camp, which provides 4-8 months of training for teenagers. Samiev placed an advertisement for this camp in a local newspaper in Tajikistan and is currently recruiting teenagers to send to the camp during the summer of 1996.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Development of
Date of Training: 6/15/95 - 7/13/95
Provider: TransAction, Lee's Summit
PTP Code: 11595035
PDF or PIO/P Code: 787203
Participant Name: Galina Potapenko

- presented a report to her employer and colleagues on her knowledge of the market based economy;
- developed a proposal for processing agriculture products in conjunction with a private firm; and
- plans to construct a Business Center and has sent this proposal to a US contractor

Potapenko was able to share her experience and knowledge of market based economy gained during her US training with her colleagues upon her return, as well as colleagues from other private firms, such as Faizabakhsh, which deals with exporting and importing commodities, and Barakat, which processes agriculture products.

She has also developed a proposal for a project to construct a business center by finding financial support from foreign investors. Her corporation, Khima, has decided to provide the space and the staff for the center but in order to establish it, foreign investment is essential. She has sent a copy of her proposal to a US contractor and is currently awaiting a response.

Additionally, Potapenko met with the president of the private firm, Sonia, that deals with processing agricultural products. Potapenko plans, using the US contacts she established while here for training, to set up a joint venture on processing and packaging agricultural products, such as onions and garlic. She is very optimistic about future contracts and their implementation.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring & Dev. of Private Sector
Date of Training: 7/25/95 - 8/23/95
Provider: TransAction Group, Kansas City
PTP Code: 11595036
PDF or PIO/P Code: 793400
Participant Name: Tokhirkjon Kourbanov

- organized a seminar on economic reforms and international economic relations for the Ministry of Economics; - report on development of Tajikistan's export potential to be presented by Kourbanov;
- is writing a book on economic development strategies based on US training

Shortly after his return from the NET training program, Kourbanov received a promotion. He now is the Head of the Board, Organization and Coordination of External Economic Relations at the Ministry of Economics.

Inspired by his training in the US, Kourbanov organized a seminar which dealt with foreign investment and international aid. The seminar took place at the Strategic Research Center in September 1995, with professionals from the Ministries of Economics and Finance, the State Property Committee and private enterprises, in attendance. During the seminar, Kourbanov delivered a report on the developing of Tajikistan's export potential.

Kourbanov is currently writing a book on economic development strategies based on the training he received in the U.S. and Japan. He plans to submit a small project proposal to cover the costs of printing the book.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring II
Date of Training: 7/25/94 - 8/26/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775555
Participant Name: Umed Bobokhanev

- upon return, met with 25 colleagues to share knowledge gained during the US training
- founded a new information service and hired staff
- publishes a bimonthly English-language bulletin on current economic and political events for foreign NGOs, private companies, and state entities

Soon after returning from NET training in Maryland, Umed Bobokhanev held a seminar for 25 colleagues to share information gained during the program.

Using techniques learned in the US, Bobokhanev developed a proposal to establish a new information agency, Asia-Plus. He approached several private and domestic organizations for funding, and obtained a grant from Mercy Corps International. With the Mercy Corps funds, he set up an office and hired staff.

Asia-Plus now publishes and distributes a bimonthly economic and political news bulletin in English for foreign NGOs, private businesses and government agencies.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Development of Market Based Agriculture II
Date of Training: 10/5/94 - 11/8/94
Provider: Center for Int'l Research and Training in
PTP Code: 11594001
PDF or PIO/P Code: 775870
Participant Name: Madjit Kholov

- held a meeting with coworkers from the Ministry of Agriculture;
- visited regional agricultural boards and discussed American methods and practices;
- assisted with presidential decree on denationalization of land; and
- is working with European Union through Ministry of Agriculture

Kholov met with his coworkers at the Ministry of Agriculture after his return from U.S. training. He discussed the role of the U.S. government in the agricultural sector as well as the "hands-on," practical nature of NET training.

Two months later, Kholov toured several regions of Tajikistan, meeting with regional agricultural boards and farmers to discuss his American experience. Utilizing examples and materials from his training, he met with over 200 people.

In his capacity as Head of the Board for External Economic Relations, Kholov assisted with the presidential denationalization of land. He also assists and advises the European Union's Technical Assistance to the CIS (TACIS) program, which works with the Ministry of Agriculture.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Food Services Training
Date of Training: 9/17/96 - 10/2/96
Provider: University of Nebraska, Lincoln
PTP Code: 11596052
PDF or PIO/P Code: 825289
Participant Name: Shaboni Iousoupov

“I was impressed by their laboratories. And now I am going to conduct lab works for my students using some American practices. I understood the advantages of American Educational System, i.e. students work individually and mostly student centered classrooms are common. The US Universities prepare students to hardworking research work and make them be more creative and independent.

Our University is planning to publish press releases for food industry enterprises. I will contribute the information on fruit and vegetable processing minifactories and ways of establishing them in Tajikistan.”

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring/Development of Priv.
Date of Training: 7/27/95 - 8/23/95
Provider: TransAction, LLC
PTP Code: 11595036
PDF or PIO/P Code: 793399
Participant Name: Farkhod Choukourov

- submitted a proposal to privatize his communications company
- networked with the heads of telecommunication companies and the European Bank to privatize his communications company

Upon his return, Choukourov reported to his forty employees about the training he received. He focused on the expansion of privatization processes in Tajikistan, and proposed to his staff that they privatize their communication company. Although it did not reject the idea, the government indicated its preference that communication enterprises remain state owned. Consequently, Choukourov decided to privatize it as a stock company where the majority of the stocks belong to the state and the remainder to the employees. He worked out the strategy for his company to be privatized in this way and presented this proposal to the Ministry of Communications. Despite an unfavorable answer, he decided to continue.

Choukourov coordinated meetings with heads of other telecommunications companies and discovered their support of his plan. With this, he contacted representatives of the European Bank for Development and they agreed to finance this effort and address the issue on the government level. Although the representatives from the Bank are trying to implement privatization, Choukourov realizes that there may be problems but believes that if the process is slowed down, the State Property Committee will assume control of the implementation plan. Therefore, Choukourov is very confident his privatization plan will soon be a reality.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring and Dev of Private
Date of Training: 7/25/94 - 8/26/94
Provider: Calendonian Associates
PTP Code: 11594008
PDF or PIO/P Code: 775571
Participant Name: Hamid Tursunov

Immediately upon returning from his NET training, Hamid Tursunov set to work putting new business strategies to work. Within a year, he had established a 21-hectare fruit orchard, with a potential yearly yield of 1,000 tons. Irrigation systems installed for the orchard also provide drinking water for the population of the Hissar Valley. Tursunov plans to expand his orchards in the valley.

He also arranged for the delivery of 4,000 tons of corn from Kazakstan, and negotiated for 2,500 tons to be sent from Stavropol, Russia.

Soon after his training, he organized a meeting to share new techniques and strategies learned in the US with 10 colleagues. Since then, he has continued to share information with other businessmen.

He has also funded several scholarships for Tajik Agricultural University students. The graduates will work for THA Corporation when they finish their training.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Food Services Training
Date of Training: 9/17/96 - 10/2/96
Provider: University of Nebraska, Lincoln
PTP Code: 11596052
PDF or PIO/P Code: 825288
Participant Name: Goulmakhmad Raoupov

"On my request the University of Nebraska provided me with the materials on their financial administration and management. The meetings with Merlin Lovson, Head of the Financial Management office of Nebraska University, were very useful for me.

I participated in the conference held on November 1, 1996 and gave a presentation "Financial Management at the university of Nebraska and the ways of adopting some methods to our local conditions".

After my training I am going to make some changes in financial management of our University. The first step is that students work at their projects and may sell them to the interested persons and enterprises. It will be of help for them in paying their studying fees.

Next year our university will give grants to the students to do their research and projects. It will be another step stimulating students to do research at such difficult time for our country."

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring II
Date of Training: 7/25/94 - 8/26/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775567
Participant Name: Sirodjiddin Saidov

- Began privatization of Tajikmontajspetsstoj.
- As the president of Tajikmontajspetsstoj, arranged to import 3,200 tons of bitumen for the construction of a local airport.
- Created a new joint stock company, Tajiktransoil, in cooperation with the Tajik Ministry of Transport and the Russian Gas Committee.
- Founded, with Russian partners, the American-registered import-export company, Alpine Financial L.L.C.
- Represents Brookwood, Inc., an international cargo transport company, in Tajikistan.

Since his return from NET training in August 1994, Sirodjiddin Saidov has been actively pursuing economic restructuring in Tajikistan. Under his direction, privatization of the state firm Tajikmontajspetsstoj has begun, with 20% of stock transferred to employees as of January 1996. Complete private ownership is planned for mid-1996.

Using his connections with other international construction firms, he negotiated the import of 3,200 tons of bitumen for the construction of an airport in Koulob City in southwestern Tajikistan.

He has also been instrumental in the creation of two new companies, Tajiktransoil and Alpine Financial, L.L.C. The former involves the Tajik Ministry of Transport and the Russian Gas Committee and is involved in the international transport of flammable materials. The later is a U.S. registered import-export company formed with Russian partners. In addition, Saidov serves as the representative of the Brookwood International Transport Company, which mainly supplies the Tajik Aluminum Plant.

Update, April 1, 1997:

Tajik State Corporation "Tajikmontazhspestruj" has submitted documents to the State Property Committee for privatization. The property evaluation cost was so high that the Corporation could not afford to purchase it all at once. The first step has been made—a piece of the Corporation, the Center for Electric Assembling has been privatized. This covers 20% of the Corporation stocks mentioned in the profile. They are planning to privatize the entire corporation by the end of this year.

The other companies supervised by Saidov are working well, especially "Tajiktransoil". They have signed a contract with Tajik Aluminum Plant in the Tursunzade region to provide them with oil and combustible materials.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring for Policy Makers
Date of Training: 9/11/94 - 9/27/94
Provider: Caledonian Associates
PTP Code: 11594009
PDF or PIO/P Code: 777984
Participant Name: Nouritdin Kourbanov

Nouritdin Kourbanov is deputy chairman of the Presidium of Payvand, a link organization. In his first meeting following US training, he discussed how economic growth is promoted through increased competition. He also presented a report on his training to the Council of Ministers. In a 1994 radio interview, he gave practical examples of American businesses run by entrepreneurs.

Kourbanov set up his small business Mekhan within his organization importing and exporting consumer goods. He plans to establish a food processing joint venture.

In December 1995, Kourbanov participated in a Culture and Market Seminar organized by United Nations High Commission for Refugees.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring II
Date of Training: 6/13/94 - 7/15/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775556
Participant Name: Tairbek Gazibekov

Tairbek Gazibekov, Director of the Rakne Firm, Tajikistan, signed a half million dollar deal to buy machinery to produce feminine hygiene products.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Business Environment II
Date of Training: 10/30/95 - 11/17/95
Provider: Washington State University/Tri-Cities
PTP Code: 11595044
PDF or PIO/P Code: 796865
Participant Name: Anvarcho Temirovitch Goulov

- presented findings from US training and private business owners on how successfully run an enterprise
- promoted to the vice-presidency of a private firm

Goulov, upon his return from his US Training, briefed his colleagues at the Board for the Organization and Coordination of External Economic Relations at the Ministry of Economy. He shared with them his findings on American work ethics the private business environment.

Due to the knowledge he gained in this area, Goulov was offered the vice-presidency in a private firm, called "Victoria". This firm mainly deals with wheat and flour import products. Goulov believes will be able to contribute to the firm by applying the knowledge and experiences he received through his US training.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring, Development of Private
Date of Training: 7/25/94 - 8/26/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775550
Participant Name: Fazliddin Abdusamiev

- fulfilled contract signed during his NET training with an American partner to help US companies invest in Tajikistan and provide courses for Tajik specialists in management, marketing, and banking
- expanded production at Strojmach
- was promoted to director of a large cannery. Expanded production and purchased new equipment there
- established free English classes at the cannery for the employee's children
- Negotiated with US firms to export the cannery's products
- opened two new businesses, a winemaking firm and a small flour mill

After his return from NET training, Fazliddin Abdusamiev set out to put new ideas and strategies into practice. While in Maryland, he had signed a contract with an American partner, American-Russian Promotion, Inc. and the Bakht Joint Stock Company to help US companies invest in Tajikistan, and to provide marketing, management, and banking training for Tajik specialists.

As Director of Strojmach, he worked hard to expand production and maintain contacts with other international construction firms. As a reward for his efforts, Abdusamiev was promoted to director of a large cannery in Leninabad Oblast. There, he raised salaries, expanded production, and purchased new equipment. He also established free English classes at the cannery for children of employees.

In addition to his work at Strojmach, the NET trainee founded two new businesses producing wine and flour.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring for Policymakers III
Date of Training: 7/9/95 - 7/28/95
Provider: Caledonian Associates, Bethesda
PTP Code: 11594009
PDF or PIO/P Code: 777974
Participant Name: Nina Pak

Nina Pak, editor-in-chief of the newspaper, "Business and Politics," conducted 9 interviews during her stay in the US. Upon her return, she held meetings with 50 fellow journalists, editors of national newspapers "Narodnaya Gazeta," "Jumhuriyat," "Tojikiston," "Vecherny Dushanbe," and the Commander-in-Chief of the Peacekeeping Force in Tajikistan.

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring for Policymakers III
Date of Training: 9/11/94 - 9/27/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594009
PDF or PIO/P Code: 777966
Participant Name: Mounira Ismailova

After Ms. Ismailova returned from US training, she organized a seminar at work for 15 employees and presented them with a better outlook of money and capital markets in a market economy.

As the Director of a firm in the field of intellectual development, she was so impressed with her US training that she told employees to start looking for the best projects for the small and medium business competition. She established contacts with Mr. Stein Albergts and Mr. Oleg Prensini of European Bank for Restructuring and Development and is planning with them on credits to provide for small business development.

Just after one year of her US training, she moved to the Ministry of Economics and is now the Chief Specialist for the Department of State Reserves. Ms. Ismailova combines her work the Board of National Association of Small and Medium Business with her work at the joint venture "Prestige".

Strategic Objective: 1.3
Country: Tajikistan
Program Title: Economic Restructuring II
Date of Training: 7/25/94 - 8/26/94
Provider: Caledonian Associates, Bethesda
PTP Code: 11594008
PDF or PIO/P Code: 775560
Participant Name: Akbar Khodjaev

- organized a seminar on techniques and strategies learned during US training
- implemented changes in the Department of Price Controls (DPC), such as implementin price liberalization.
- took the first steps towards establishing an Entrepreneurs' Support Fund within the Dushanbe Executive Committee
- founded a new private bread company

After his return from US training, Akbar Khodjaev organized a seminar on the privatization process for 100 colleagues.

Khodjaev soon made changes in the DPC, including moving towards price liberalization. He also proposed the creation of an Entrepreneurs' Support Fund within the Dushanbe Executive Committee. The new Fund would assist entrepreneurs in setting up new businesses.

In addition to his government work, the returned NET trainee founded a new private bread firm in April 1995. He and his partner established their company in response to a bread shortage in Dushanbe.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: External Debt Management
Date of Training: 5/18/95 - 6/18/96
Provider: International Law Institute
PTP Code: 115NN005
PDF or PIO/P Code: 787382
Participant Name: Marouf Nadjmievich Saifiev

He went on the program for "External Debt Management" organized by International Law Institute. He said that the program was organized very well. The schedule of classes was fixed so that they had an opportunity to attend classes and to go sightseeing. The classes were OK, but he thinks that there were many theoretical classes rather than practical seminars and workshops. They had an opportunity to work on computers but they did not have much skill in that field. He brought two diskettes of DSM Program on external debt manahement systematization. And now he is busy with utilization of that Program in his Department. The employees of his Department are studying the materials brought by our participant. The Ministry of Finance purchased some IBM 386 computers and the Department of Financial Market and Securities under Saifiev's supervision began to put into operation the program of systematization of the external debt data. On his return from US training he had a meeting with the employees of his department. Ten people were present. He had another meeting at the Board for International Financial Relations, Currency and Securities of the Ministry of Finance. He conducted that meeting in cooperation with his fellow student Begmatov Bozorali, who went to US training for the same course.

He added that he had brought 3 brochures on international loan agreements but they are in English. He has contacts with his Uzbek colleagues who promised to send him the Russian variants of those brochures. He informed that there will be another seminar in Almaty organized by the same contractor. He thinks it will be a good opportunity to exchange expiriences a month or two after their training in the US.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: External Debt Management
Date of Training: 5/18/95 - 6/18/95
Provider: International Law Institute
PTP Code: 115NN005
PDF or PIO/P Code: 787373
Participant Name: Charif Moulloev

- organized a meeting for 35 employees to share information from his US training
- proposed the creation of an independent auditor
- began reorganizing external debt documents submissions, based on materials received during training

Upon return from the US, Moulloev held a meeting for 35 employees, during which he described US experience with loan agreements and external debt management.

He also proposed the creation of an independent auditor for state enterprises. His suggestion was submitted to the National Assembly for debate.

Soon after his NET training, Moulloev and his colleagues began working to reform how external debt documents are filed, using materials brought from the United States.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: External Debt Management
Date of Training: 5/18/95 - 6/18/95
Provider: International Law Institute
PTP Code: 115NN005
PDF or PIO/P Code: 787371
Participant Name: Zokirdjon Sidikovich Zaripov

- gave a presentation to 13 colleagues on strategies for systemizing external debt data
- Organized a seminar for 20 Tajikbank business managers about his training, and distributed copies of materials brought from the US

Upon his return from Washington, DC, Zaripov gave a presentation for 13 of his co-workers about ways to systematize external debt data. He also organized a seminar for 20 of Tajikbankbusiness's managers sharing techniques learned and information gained during his NET training.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 4/26/95 - 7/16/95
Provider: Economics Institute
PTP Code: 11595013
PDF or PIO/P Code: 787317
Participant Name: Olga Adrianovna Vasilenko

While on the US training, Ms. Vasilenko became acquainted with the materials in the field of construction in Boulder, CO, and had a chance to meet the mayor of Boulder. During her studies, Ms. Vasilenko worked on an article regarding the privatization of state owned enterprises in Tajikistan based on the example of the State Stock Company "Oumron".

After a long period of editing her work on privatization processes, Ms. Vasilenko sent the edited and completed work to the Economic Institute in Colorado. The work describes the activity of her company starting with 1994 and the process of its privatization. The financial activity of the company is included as well. Her paper under the title "Transition in Tajikistan" was published by the Association for Comparative Economic Studies in Volume 37, No 3, 1995.

Impressed by Prof. Becker's lectures on macroeconomics, Ms. Vasilenko organized a meeting for 22 of her colleagues. She told them about her experience in the US and shared her knowledge with them. She stressed to her colleagues how financial markets operate and how the experience of the Americans could be adopted in Tajikistan. She is planning to organize refresher courses for the heads of construction enterprises. These courses will be very helpful for them as she will use the materials brought from her three month training in the USA.

Not long ago Ms. Vasilenko changed her place of work. She is now working as a leading specialist at the Board for the Organization and Coordination of External Economic Relations at the Ministry of Economy. She had a meeting with her 13 new co-workers and gave a presentation about her US based training. While working there Ms. Vasilenko has established contacts with her counterparts in other NIS countries. She has also been engaged in working out draft agreements for mutual cooperation with Russia, Belarus, Ukraine, Moldova and Uzbekistan in the fields of trade, customs and economic development.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 4/26/95 - 7/16/95
Provider: Economics Institute
PTP Code: 11595013
PDF or PIO/P Code: 787316
Participant Name: Saodat Khakimovna Aboulloeva

While in Boulder, Colorado, on US training, Ms. Abdoulloeva took every opportunity to deepen her knowledge in macroeconomics and studied market based economy intensively. English classes were of great help in learning other academic materials.

In the process of their studies Ms. Abdoulloeva and her fellow students worked on an article regarding comparative analysis of privatization processes in the USA and Tajikistan. The article describes various approaches to some social and economic problems concerning property denationalization in Tajikistan, as well as world experience in this field. The first draft of the work was published at the Economics Institute, Boulder, CO. Ms. Abdoulloeva is currently editing this article.

After returning to Tajikistan, Ms. Abdoulloeva presented a report to her boss and held a meeting with her 10 colleagues. She shared her experience and knowledge gained in the US, and photocopied materials for them to use in their daily work.

Using her US experience, Ms. Abdoulloeva is currently occupied with the national currency problems, i.e., the reasons for its inflation and depreciation, and the ways to stabilize the national economy. She is also trying to improve her English and computer skills.

Not long ago Ms. Abdoulloeva changed jobs and is now employed as a researcher at the Council for Productive Power Study within the Academy of Science for the Republic of Tajikistan. She works at the department for market problems research. Ms. Abdoulloeva currently explores foreign investments in the agro-industrial complex.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 4/26/95 - 7/16/95
Provider: Economics Institute
PTP Code: 11595013
PDF or PIO/P Code: 777316
Participant Name: Sabzali Ousmonalievich Radjabov

Having been on the US training Mr. Radjabov deepened and expanded his knowledge of macroeconomic principles and theories, financial markets and banking systems.

In the process of their studies Mr. Radjabov together with his fellow students were working over the article on comparative analysis of privatization processes in the USA and Tajikistan. The article describes various approaches to some social and economic problems concerning property denationalization in Tajikistan, as well as world experience in this field. The first copy of the work was published in Economics Institute, CO, Boulder. This work needs time to be edited.

After his return Mr. Radjabov organized a meeting for his colleagues and made a report on demands and supplies of money, giving a comparative analysis of American and local national economic policies. He made some copies of the materials brought from the US and spread them in the Monetary Department of the Bank.

In the long run he is going to work hard on the problem of strengthening and supporting value of national currency and allocation of credit.

Not long ago Mr. Radjabov received a promotion. Now he is working as a specialist of the foreign currency operations in the Arabic branch office of the Commercial Stock Agroindustrial Bank "Shark".

Strategic Objective: 1.4
Country: Tajikistan
Program Title: External Debt Management
Date of Training: 5/16/95 - 6/20/95
Provider: International Law Institute
PTP Code: 115NN005
PDF or PIO/P Code: 787370
Participant Name: Bozorali Mirzoevich Begmatov

- reorganized his office, merging the NIS and International divisions
- took steps towards creating a new department dedicated to external debt management
- organized a presentation on American balance of payments practices for 10 department heads
- maintains contact with American colleagues

On his return from NET training, Bozoroli Begmatov reorganized the Board for International Financial Relations, Currency and Securities by merging the NIS and International divisions into a single entity. He abandoned the traditional practice of using different methods of accounting for NIS and non-NIS debt, and tasked the new department with systematizing data gathering and reporting for all external debt.

As part of his efforts to systematize Tajikistan's external debt, he proposed that a new department be formed to deal exclusively with external debt management.

In addition to his debt work, he made a presentation to 10 department heads on US balance of payments practices.

Begmatov has also maintained contacts with several American colleagues, including World Bank and IMF staff and executives of the Republic National Bank of New York.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: Tax Reform and Policy II
Date of Training: 9/7/94 - 10/11/94
Provider: International Tax and Investment Center
PTP Code: 11594022
PDF or PIO/P Code: 777657
Participant Name: Fazlitdin Sholmouradov

- conducted a seminar for his employees and colleagues at the Primary Tax Board (where he serves as Chief) on the skills he had gained in US tax policy and operations distributed materials on tax reform and policy he received from the US training to his colleagues at the Tax Committee
- promoted to Head of Organizing and Appeal Board of the Tax Committee
- currently assisting the Primary Tax Board in implementing US methods in tax operations

Upon his return to Tajikistan from his US training, Fazlitdin Sholmouradov immediately began to train his employees and other tax specialists on the knowledge he had gained about reforming the tax sector. As Chief of the Primary Tax Board, he organized a seminar for his co-workers to teach them about US tax reforms and policies and the similarities and differences in the equipment, technology and methods of tax operations used in the US and Tajikistan. He also gave the materials he received from the International Tax and Investment Center in Washington, DC to his colleagues at the Tax Committee.

He is now working with his employees at the Primary Tax Board on improving the operations of the Board by utilizing the US methods he learned while visiting several tax board offices in the US. As a result of his newly acquired skills, he was promoted to Head of Organizing and Appeal Board of the Tax Committee one year after his return from the US.

Sholmouradov has continued to further his education by participating in the NET project's follow-on programs in tax policy reform, privatization and taxation.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 4/26/95 - 7/16/95
Provider: Economics Institute
PTP Code: 11595013
PDF or PIO/P Code: 787318
Participant Name: Zikroullo Kharjroulloevic Ichankhodjaev

During his US training Mr. Ichankhodjaev, together with his fellow students, worked on producing an article on comparative analysis of the privatization processes in the USA and Tajikistan. The article describes various approaches to some social and economic problems concerning property denationalization in Tajikistan, as well as global experience in this field. The first copy of the work was published at The Economics Institute, Boulder, CO. Mr. Ichankhodjaev currently is in the process of editing the article.

After his return Mr. Ichankhodjaev arranged a meeting with his colleagues at the state venture "Tajikaviatour". He told about his experience and training in the US and gave examples from Singapore International Airlines and Delta Airlines. There were about twenty five people present.

Cognizant of the knowledge and experience of his foreign colleagues, Mr. Ichankhodjaev is now trying to adopt their methods in his place of work. For example, they have started to classify passengers into three classes and provide some extra services dealing with cargo delivery. Currently he is busy with expanding services.

Mr. Ichankhodjaev has an idea to denationalize "Tajikaviatour" and create a joint stock company. He presented this idea to his supervisor. His supervisor in his turn made a proposal to the Ministry of Civil Aviation to consider.

Strategic Objective: 1.4
Country: Tajikistan
Program Title: External Debt Management
Date of Training: 5/18/95 - 6/18/95
Provider: International Debt Management
PTP Code: 115NN005
PDF or PIO/P Code: 787369
Participant Name: Farroukh Makhmoudovich Khamraliev

- organized meeting for eight colleagues
- working with IMF officials to implement a strategy for repayment of Tajik external debt
- Proposed the establishment of a coordinating board or committee to track external debt data, and the creation of a debt data bank to assist its work
- Was promoted twice

Upon his return from Washington, DC, Khamraliev organized a meeting for eight Ministry of Economy officials to share information gained during his US training.

With IMF officials, he and his Ministry of Economy colleagues are developing a strategy to repay Tajikistan's external debt.

Khamraliev also proposed the creation of a new committee or board dedicated to tracking external debt, and suggested that international specialists be brought in to establish a debt tracking database. Since his NET training, he has also been promoted twice within the Ministry of Economy. First, he served as Head of the Department on Financial, Credit and Monetary Operations, and then became Head of the Board for Complex Analysis and Social-Economic Development.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder, CO
PTP Code: 11595046
PDF or PIO/P Code: 794470
Participant Name: Davlat Iounoussov

- arranged a meeting with employees to discuss his US training
- established contacts with Turkmen colleagues
- was promoted

Upon returning from Colorado, Iounoussov met with employees to distribute materials obtained during his NET training, and to discuss how American techniques can be adapted for use in Tajikistan.

He also traveled to Ashgabat, where he made contacts with Turkmen colleagues. During his meetings with the Turkmen officials, he shared ideas about the privatization process in Tajikistan, and made a speech on TV.

In addition, Iounoussov accepted a promotion. He now serves as Chairman of the Organizing Committee for the Commodities and Raw Materials Exchange.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder, CO
PTP Code: 11595046
PDF or PIO/P Code: 787862
Participant Name: Negmatoulllo Rakhimov

- organized a meeting to share his training experience with 23 employees
- began to organize currency sales with the help of IDB officials
- adapted new work and banking methods learned in the US to his department

Soon after returning from Colorado, Rakhimov held a meeting with 23 employees. During the session, he distributed materials brought from the US on securities markets, common stocks, interest rates, and currency transactions. The group discussed ways to adapt American procedures for use in Tajikistan.

As Director of the Tajik Interbank Currency Exchange, Rakhimov worked with IDB officials to organize currency exchanges. He has also begun to adapt new methods learned in the United States within the Exchange.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder
PTP Code: 11595046
PDF or PIO/P Code: 787863
Participant Name: Ravshan Satvaldiev

- held a series of meetings for 52 employees and colleagues about his training, and distributed materials brought from the United States
- accepted a job change and a promotion
- presented material from NET training to his new colleagues

Upon his return from Boulder, Sativaldiev organized two meetings for 52 colleagues and employees about ways to adapt the American experience to the Tajik banking system. He also distributed materials obtained during the US program.

Several months later, he left Oriyonbank and accepted a position as Chief Economist at the Department of Foreign Relations and Currency Transactions at Tajikbusiness. He then organized a seminar on his US training for his new co-workers.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Portfolio Management & Appraisal I
Date of Training: 8/10/95 - 9/19/95
Provider: Economics Institute
PTP Code: 11595042
PDF or PIO/P Code: 794266
Participant Name: Makhmoud Charipov

- conducted several meetings based on his US training for employees of the Board for Investments of the Ministry of Finance, other financial professionals and students
- distributed copies of the materials he received during training

Upon his return, Charipov held several meetings in an effort to disseminate the knowledge he gained during his US training. Primarily, he met with his colleagues for the Board for Investments of the Ministry of Finance. He explained the main concepts of measuring and assessing the viability of public and private investments.

He also met with the heads of the Dushanbe Financial Department and the departments of four districts of Dushanbe City. He discussed the knowledge he gained and supplied copies of the reference materials for their use in everyday activities.

Using his experience and materials, including the extensive independent research he did while in the US on macroeconomics and the financial activities of public and/or private sector investment projects, Charipov conducted several lectures at the Tajik State University. In particular, he met with sixty students of the Commercial Management and Economic Accounting Departments and discussed the information he gained on the US systems. In addition, Charipov met with the professors of the Agroindustrial Development Chair.

Charipov is planning to write and publish an article based on his experiences, materials and research.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder
PTP Code: 11595046
PDF or PIO/P Code: 794472
Participant Name: Roustam Rakhmatov

- organized a meeting to share information from his US training with 10 colleagues
- held meetings with Ministry of Finance officials, tax inspectors, and bank managers on tax reform issues

On his return from Colorado, Rakhmatov organized a meeting for 10 colleagues. During the session, he presented material from his US training and held a discussion on how the American experience can be applied to the Tajik case.

He also held meetings with Ministry of Finance economists, tax inspectors and bank officials to discuss tax reform, as well as restructuring the banking and credit systems.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder, CO
PTP Code: 11595046
PDF or PIO/P Code: 794473
Participant Name: Khousseyn Aliev

- gave a presentation on American securities issues for 12 colleagues
- began adapting some American methods within his department
- established linkages with US colleagues in the financial sector

Upon his return from Colorado, Aliev gave a presentation to 12 co-workers on US securities issues. During the meeting, the group discussed how American financial practices can be adapted to the Tajik reform effort.

The NET trainee also made changes to his department, adapting some American methods.

He continues to maintain contacts with US colleagues he met during the Economic Institute's program.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 9/28/94 - 12/16/94
Provider: CIRTA
PTP Code: 11594033
PDF or PIO/P Code: 778529
Participant Name: Ilhom Bobiev

- acquired knowledge in the principles of a market economy
- met with eight of his co-workers at the Finance and Planning Department at the Food Supplier Board "Tajikmatloubot" (where he serves as Chief Specialist) and shared with them the skills and information he had gained during his NET training
- organized a meeting for twenty members of the "Tajikmatloubot" board to discuss financial markets and institutions in the US and how they are managed by government and private owners
- was promoted to Head of the Department for Prices and Tariffs and Tax Inspection of Kofarnihon city in Tajikistan

Upon his return to Tajikistan from his NET training, Ilhom Bobiev immediately trained his co-workers and other employees where he worked on the principles of a market economy. He met with eight of his co-workers of the Finance and Planning Department at the Food Supplier Board "Tajikmatloubot" and explained how financial markets and institutions, and private businesses and government operate in a market economy. He also gave them copies of the materials he received during his NET training conducted by CIRTA in Colorado. A month after his return, Bobiev organized a similar meeting for twenty members of the "Tajikmatloubot" board.

As a result of his US training, Bobiev received a promotion to Head of the Department for Prices and Tariffs and Tax Inspection for the city of Kofarnihon, Tajikistan. Bobiev is currently working on implementing his NET training to assist Tajikistan's successful transition to a market economy.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Financial Sector Markets II
Date of Training: 10/16/95 - 11/12/95
Provider: Economics Institute, Boulder, CO
PTP Code: 11595046
PDF or PIO/P Code: 796871
Participant Name: Aini Iragj

- held a meeting with employees and colleagues to share his US training
- began adapting some American methods within his department
- established linkages with US colleagues in the financial sector

Upon his return from Colorado, Aini gave a presentation to 26 employees and colleagues. During the meeting, the group discussed how American financial practices can be adapted to the Tajik reform effort. Aini also distributed materials brought from the United States.

The NET trainee has begun to make changes to his department, adapting some American methods.

He continues to maintain contacts with Citibank officials he met during the Economic Institute's program.

Strategic Objective: 1.5
Country: Tajikistan
Program Title: Portfolio Management and Appraisal I
Date of Training: 8/10/95 - 9/19/95
Provider: Economics Institute
PTP Code: 11595042
PDF or PIO/P Code: 794267
Participant Name: Davlatdhadam Khoushkadamov

After returning from his US training, Mr. Khoushkadamov conducted a meeting with eight employees of the Economic Department of the Prime Minister's office. He mentioned that the economists should use the EXCEL program which will make their work easier.

He supervises 6 people and he handed them the materials brought to study. Copies of materials on tax reforms were sent to the Legislative Department of the National Assembly for the Republic of Tajikistan.

He is in the process of preparing the materials for an article to be published in a monthly journal "Daryo". The article will be devoted to his US experience and also give some advise on the adoption of American systems in Tajikistan.

Strategic Objective: 2.1
Country: Tajikistan
Program Title: Agriculture Liberalization I
Date of Training: 10/7/95 - 10/27/95
Provider: Texas A & M University
PTP Code: 11595039
PDF or PIO/P Code: 794371
Participant Name: Saodatsoulton Saibnazarova

Ms. Saibnazarova returned from her US based training, held a meeting with 7 colleagues, and talked about how farmers and food processors were beneficial in the US.

She attended a conference of the Scientific Board for the Strategic Research Center on December 12, 1995. About forty attended this meeting as she gave a presentation regarding agricultural markets and consumer preferences in determining the supply of agricultural products in the USA.

Ms. Saibnazarova uses the materials that she brought from her US training and draft programs for the President of the Republic of Tajikistan because the practical knowledge received in the US will be of great help for her and her colleagues.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Judicial System Reform II
Date of Training: 8/20/95 - 9/26/95
Provider: DRUSA, Washington, DC
PTP Code: 11595007
PDF or PIO/P Code: 775660
Participant Name: Iousouf Khaidarov

- organized a seminar for the legal authority employees of the Toursounzade region
- broadcast interview by a local radio station*

In a seminar, Khaidarov presented to 50 people his experiences and knowledge gained through his US training to the legislative employees of the Toursounzade region. After the presentation, he and the participants discussed ways to adapt the American experiences to Tajikistan, particularly in their region. Khaidarov also met separately with the local public prosecutor and his deputy, where he discussed his training.

In an interview with a local radio station, Khaidarov discussed his training and the importance of NET Project courses for the development of Tajikistan in the transition towards a market economy.

He published an article in the Toursounzade city local newspaper on the results of his training and ways to adapt the practices of his American colleagues in his court.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Agriculture Liberalization I
Date of Training: 10/7/95 - 10/27/95
Provider: Texas A & M University
PTP Code: 11595039
PDF or PIO/P Code: 794374
Participant Name: Mirzoanvar Akhmedov

- delivered two lectures on restructuring agricultural management to 250 people working in the sector
- conducted a seminar for 45 people on the prospects for farm associations
- is applying the knowledge and materials received to his work developing an oblast-wide plan for agricultural restructuring
- has written two newspaper articles related to restructuring the agricultural sector

Upon his return to Tajikistan after his US based training, Akhmedov immediately began to share his newly gained knowledge with those involved in the agricultural sector. Within the first two weeks, he gave two lectures on restructuring management in the agricultural sector during the period of transfer from state to private ownership. In attendance were over 250 people engaged in agriculture in the cities of Khujand and Gafurov, in the Leninabad oblast. On December 8, Akhmedov conducted a seminar on the prospects for farmer associations in Gafurov for about 45 people. The seminar focused on the process of registering private farms, including the paperwork required to complete the process.

In addition, Akhmedov is disseminating his newly acquired knowledge through two newspaper articles he contributed to the local newspaper "Leninabadskaya Pravda." One is titled "The Problems Met in the Process of Reorganizing the Agricultural Sector;" and the other "Structural Changes in the Development of Agriculture in the Transfer to a Market Economy."

In his capacity as a member of the Coordinating Council for the Executive Committee of Leninabad oblast, Akhmedov is applying the knowledge and materials gained from the US based training as he helps devise the Program on Economic Restructuring of the Agricultural sector for the oblast. Akhmedov actively participated in the Follow-on seminar on Agribusiness which was held April 25 and 26.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legal Reform for Market Economies II
Date of Training: 9/26/96 - 10/26/96
Provider: Clark University, Worcester
PTP Code: 11596035
PDF or PIO/P Code: 825410
Participant Name: Narguis Bozorova

After my return I met with five advisors of our Committee and the Committee of Legislation and Human Right of Majlisi Oli (Legislative authority). I shared my impressions and ideas with them.

On the 30th of November, 1996 I had a meeting with Mr. Radjabov, Chairman of Majlisi Oli. I shared my ideas regarding maintaining contacts with my counterparts from Central Asian Republics, as they undergone the same changes in their economic and political structures.

On the 27th of November I participated in the TV program "Navidi Parlumon" (Parliamentary news), where I stressed on the Land Code of Laws.

I am a part of the working group for making changes and additions to the Land Code of Laws and the Code of Laws about the administrative offences. The articles on violation of Land Law are changed with the emphasis on the financial punishment - penalties. I established contacts with John Mahre, Advisor of the Committee on Government Regulations, Mr. Russell W. Pitman, Chief of the Competition Policy Section, Antitrust Division, US Department of Justice.

During my US training I established business contacts with other my colleagues too. They are Mr. Aliev, Deputy Head of the Department, Majlisi Oli of the Republic of Uzbekistan, and Mr. Dzerzak C, Director of the Commercial Department for the Bank of Poland. Now we are maintaining contacts and exchanging the information regarding current legal acts adopted in our countries.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Judicial System Reform II
Date of Training: 8/10/95 - 9/26/95
Provider: DRUSA, Washington, DC
PTP Code: 11595007
PDF or PIO/P Code: 794339
Participant Name: Isroel Mirzoev

- reported experience to the Supreme Court of the Republic of Tajikistan
- proposed reforms in the judicial system to the National Assembly
- published an article based on the results of his training in "Vecherny Kourier"

Mirzoev, upon his return from US training, organized a meeting with his colleagues, in conjunction with Vatanov, a fellow student, at the Dushanbe City Court. Mirzoev provided copies of the he materials received through training and reported his experiences to over seventy employees.

Mirzoev also held a meeting with twelve people at the Tajik Supreme Court. Here he discussed the visits to US courtrooms and relayed the information he gathered on sentencing, assessing penalties, advising juries and other courtroom responsibilities.

In addition, Mirzoev proposed reforms in the judicial system based on American practices to the legislative authority of the Republic of Tajikistan, the National Assembly.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Reform II
Date of Training: 6/28/95 - 7/25/95
Provider: Clark University, Worcester
PTP Code: 11595005
PDF or PIO/P Code: 785008
Participant Name: Sharofiddin Zairov

- gave several presentations on his US training to the Chairman of the National Assembly, colleagues, and the Dushanbe law-court.
- participated in the elaboration of the draft law

Zairov was able to share his knowledge and experiences with several colleagues and others upon his return. In his meeting with the Chairman of the National Assembly, Zairov suggested ways to improve the legislative system of Tajikistan. The Chairman was in full support of sending further specialists to the US for training under NET.

Six months after his return, Zairov was able to provide insight into the development of the draft law. He also organized a seminar on lobbying with other members of the Legislation and Human Rights Committee and is an advocate of adopting some aspects of the US legislative system into that of Tajikistan. Eventually he wants to open an Institute of Lobbyism and is very interested in pursuing further contact with US attorneys.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legal Reform for Market Economies II
Date of Training: 9/26/96 - 10/26/96
Provider: Clark University, Worcester
PTP Code: 11596035
PDF or PIO/P Code: 825486
Participant Name: Salomiddin Charopov

Right after his return Mr. Sharopov met with his colleagues at the Prosecutor's office, particularly the Transportation Department. The meeting for his 40 co-workers focused on the American Legal System. He gave many comparisons between the US and local laws. For instance, he mentioned that in the US for the embezzlement of the state property one must pay penalties, but in Tajikistan he is supposed to go to prison for 15 years. He proposed to make this change and to abolish the death penalty at all.

Mr. Sharopov had series of meetings at the Department of External Affairs (100 people), the Supreme Soviet (10) and the President's office (5people). At the meetings he underlined that some of laws existing in the US may be adopted and implemented in Tajikistan in 3-4 years. He mentioned that he was impressed by the Americans how they respect the law and follow it.

In January, 1997 Mr. Sharopov received a job promotion. Now he acts as the Prosecutor General and supervises the whole Prosecutor's office. After having been promoted he participated in the TV program "Man & Law" and expressed his ideas he would like to realize in his new post. At the program he emphasized his US training as well.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative System Reform III
Date of Training: 6/28/95 - 7/25/95
Provider: Clark University
PTP Code: 11595038
PDF or PIO/P Code: 793282
Participant Name: Narzoulo Makhmoudov

After his return Mr. Makhmoudov conducted a seminar for 10 of his colleagues at his office. He gave a presentation regarding American democracy and democratic development in Central Asia.

Mr. Makhmoudov is using his new knowledge in his daily work. He took part in preparing several legislative acts taking into account the experience of his American colleagues. For instance, according to his recommendations an act to separate the three authorities into three discrete bodies - legislative, judicial and executive, with their own tasks, was adopted at the second session of the parliament. Consequently, the political set up of Tajikistan became closer to the American one. In the second session another act was adopted implementing an appeals court system in Tajikistan.

Mr. Makhmoudov participated in working out a package of draft acts to use Tajik forces outside of the territory of the Republic. This act is similar to one adopted by the US Congress.

While in Washington, Mr. Makhmoudov established contacts with Prof. Amirier from Washington University and continues to keep in contact with him. He also cooperates with his Central Asian colleagues who were on the training with him.

Mr. Makhmoudov is negotiating with the Association of Young Lawyers about conducting a seminar on comparative analysis of the US and Central Asia political systems. There is a possibility of organizing that seminar in the Alumni Center.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Reform
Date of Training: 3/21/95 - 4/18/95
Provider: Clark University/MCID
PTP Code: 11595005
PDF or PIO/P Code: 787036
Participant Name: Abdoumanon Makhsoudovich Dodoev

- briefed the Minister of Justice, colleagues at the Support Organization Board of the Law-Courts Activity and regional judges in the Lennabad oblast
- will conduct a seminar for judges in Dushanbe and the regions surrounding the city

Dodoev utilized his training to provide information to colleagues and others on the US system and its similarities and differences to the Tajik system. In particular, he met with the Minister of Justice and discusses his ideas on the US system, as well as providing him with a copy of the materials he received through training.

Dodoev also conducted a seminar for law-court judges in Dushanbe and discussed the US legislative system.

Dodoev is also preparing a series of articles, "Court and the Society", which describe the US legislative system, the government and its branches, as well as the comparative roles of the federal and local government systems.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Judicial System Reform I
Date of Training: 7/21/95 - 8/17/95
Provider: National Center for State Courts
PTP Code: 11595006
PDF or PIO/P Code: 777335
Participant Name: Makhmoudov Makhkam

- donated American reference materials to the Tajik State University
- proposed adoption of legislation designed to protect families
- conducted several seminars on legislation and the judicial system
- spoke about family laws and other legal issues on a local television program

After his return from US training, Makhmoudov organized a series of meetings and seminars in an effort to relay the information he received on the US legislative and judicial systems. The first was for the Law Faculty of Tajik State University, where he serves as the Dean. He also met the US Ambassador to Tajikistan, Grant Smith, about seminar he was interested in conducting.

One seminar on the US judicial system was organized, where Dorothy Lawrence, representative from the American Legal Consortium, and Bread Hanson, the Assistant of the Ambassador for the Republic of Tajikistan spoke to over a hundred students. At the end of the seminar, Mr. Hanson presented the University library with twenty books on legal issues on behalf of the US Embassy.

The final seminar that Makhmoudov organized was on the judicial aspects of privatization. The seminar was sponsored by the American Legal Consortium and 3 American professors lectured to over forty participants. At the end of the seminar, certificates were presented to all participants.

Makhmoudov also serves as the Chairman of the Legislative Refrm Commission at the President's office. He has proposed to adopt legislation based on the American system designed to protect families.

Makhmoudov also plans to publish brochures on legislative and other legal issues as well as a book of reports from the American-Tajik seminar hosted by the American Legal Consortium. While in the US, he collected numerous books and materials on the US legislative system and has donated them to the Tajik State University Library. In addition, he provided materials and information on academic programs in the US.

He has published a fourteen page brochure on the US family court system. The brochure covers the structure of family court, family institutions, the process of marriage and divorce, children's rights and children adoption in the US. 500 copies of the brochure were printed and given to the Ministry of Justice, the Law Department at Tajik State University, the US Embassy, the libraries and city law courts. Upon receiving the brochure, the Minister of Justice made a resolution to have a family court established within every city law court. The first experimental family court will be established by the end of 1996 within the Frunze law court of Dushanbe. Similar family courts will be organized within every city law court in Tajikistan.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative System Reform III
Date of Training: 6/28/95 - 7/25/95
Provider: Clark University/MCID
PTP Code: 11595038
PDF or PIO/P Code: 793281
Participant Name: Tojiniso Azizova

- presented a report to the Presidium Members of the National Assembly
- working with colleagues on establishing legislative and judicial authorities within the Republic of Tajikistan

Azizova presented the knowledge she gained during her US training to other members of the National Assembly. She provided a comparative analysis of the US system of government to that of the Republic of Tajikistan. She discussed the success of the three systems of the executive, legislative, and judicial branches in the US and suggested a similar system needs to be adopted in Tajikistan.

Azizova is working with colleagues on a bill to reform the current legislative and judicial authorities of the Republic of Tajikistan. The bill will be debated in the Parliament in November.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Reform
Date of Training: 3/21/95 - 4/18/95
Provider: Clark University, Worcester
PTP Code: 11595005
PDF or PIO/P Code: 785228
Participant Name: Khaidarkhoudja Tolibov

Tolibov conducted 2 meetings for a total of eighty people. He shared his US training experience and the materials and documents he gathered while in the US.

Tolibov also plans to write a series of articles on his training, as well as give a speech of the local TV and/or radio station and will discuss issues facing the Tajik legislative system and the US experience.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Reform
Date of Training: 3/21/95 - 4/18/95
Provider: Clark University, Worcester
PTP Code: 11595005
PDF or PIO/P Code: 785227
Participant Name: Kourban Rasoulov

- organized a meeting at the President's office
- participated in several meetings and seminars to provide others with information on his US training
- promoted to Rector of the Dushanbe State Pedagogical University

During his meeting at the President's office, Rasoulov provided the president with a comparative analysis of the US Constitution and the Constitution of the Republic of Tajikistan and discussed that, with the exception of a few amendments, the US Constitution has not changed very much.

Rasoulov was also involved with and participated in several meetings. The first was with of the Committee on International Relations and Culture where the main issues were the laws and regulations regarding freedom of the press. Rasoulov provided specific examples of Massachusetts' laws on the mass media. The audience of fifty included ministry officials, chief editors and mass media representatives.

Rasoulov also participated in a seminar on the role of NGOs in democratic development. The seminar brought together eighty heads of executive committees and their deputies from all regions of the Republic. He presented information on the role of political parties and different movements in the US.

Upon his return, Rasoulov also received a promotion to the Rector of the Dushanbe State Pedagogical University. During his lectures on political science and public policy, he gives practical examples based on his US training, using the materials he received during training.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Human Rights and Democratic Development
Date of Training: 9/28/94 - 12/16/94
Provider: University of Minnesota, MN, and NDI
PTP Code: 11595003
PDF or PIO/P Code: 787767
Participant Name: Rahmatoulllo Zoirov

- conducted meetings on the electoral system and democratic principles for several organizations in Dushanbe
- gave radio addresses
- invited to speak to the Council of Women and the Association of University Educated Women on the rights of women and families, and on democracy and legal education
- planned seminars at the Tajikistan Academy of Sciences on democracy and American government.

Upon his return from US training, Zoirov set out to share his new knowledge by leading meetings on electoral systems and democratic principles for several Dushanbe organizations, including the Institute of World Economy, the Tajik State University Law Department, the Frunze Court, the Regional Department of Internal Affairs, and the Headquarters for Emergency Situations. Over 450 colleagues, officials, and staff were present. He was also invited to speak on the rights of women and families at a meeting of the Council of Women and the Association of University Educated Women.

He also planned seminars on democracy and American systems of government at the Tajikistan Academy of Sciences.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Senior Seminar in Market Economics
Date of Training: 9/28/94 - 12/16/94
Provider: Economics Institute
PTP Code: 11594033
PDF or PIO/P Code: 778477
Participant Name: Saidjon Sabrovich Tairov

- disseminated the knowledge gained in his US based training to coworkers
- incorporated his knowledge of macro- and micro-economic principles and policies to his work on the economic restructuring program for Tajikistan
- seeks the establishment of a data bank for NIS and East European legislative acts with the Business Initiative Center

Upon returning to Tajikistan, Tairov shared the knowledge gained in his US based training with seven of his colleagues in the Department for Development and Organization of Legal Support for Economic Reforms, within the Ministry of the Economy.

In cooperation with other government personnel, Tairov investigates, analyzes and develops normative and legislative acts to facilitate the transition to a market economy. In this capacity, Tairov applied his newly gained knowledge of macro- and micro economic principles and policies to his work on the program for economic restructuring of the Republic of Tajikistan for the period 1995-2000. This program was adopted by Tajikistan's parliament on August 15, 1995.

Tairov has suggested establishing a data bank of NIS and East European legislative acts within the Business Initiative Center which would allow NET alumni and others to track the measures that have been taken to facilitate the transfer from planned to market economies.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Reform
Date of Training: 3/21/95 - 4/18/95
Provider: Clark University, Worcester
PTP Code: 11595005
PDF or PIO/P Code: 787180
Participant Name: Moukhabbat Salimova

- organized a round table talk for the Regional Executive Committee
- provided copies of the materials she got from the US training

Salimova briefed colleagues on her trip and training and answered their questions about the US system. In addition, she provided copies of her US training materials on the US government and legislative system.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Judicial System Reform II
Date of Training: 8/10/95 - 9/26/95
Provider: DRUSA, Washington, DC
PTP Code: 11595007
PDF or PIO/P Code: 794305
Participant Name: Mahkmadali Vatanov

- reported experience to the Supreme Court of the Republic of Tajikistan
- proposed reforms in the judicial system to the National Assembly
- published an article based on the results of his training in "Vecherny Kourier"

Vatanov, upon his return from US training, organized a meeting with his colleagues, in conjunction with Mirzoev, a fellow student, at the Dushanbe City Court. Vatanov provided copies of the he materials received through training and reported his experiences to over seventy employees.

Vatanov also held a meeting with twelve people at the Tajik Supreme Court. Here he discussed the visits to US courtrooms and relayed the information he gathered on sentencing, assessing penalties, advising juries and other courtroom responsibilities.

In addition, Vatanov proposed reforms in the judicial system based on American practices to the legislative authority of the Republic of Tajikistan, the National Assembly.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Judicial System Reform II
Date of Training: 8/30/95 - 9/26/95
Provider: Mississippi Consortium for International Development
PTP Code: 11595007
PDF or PIO/P Code: 794301
Participant Name: Faizoullo Abdoullouev

- organized separate meetings with judges of the Supreme Economic Court and one with its employees
- submitted a proposal to implement certain aspects of American methods in the Supreme Economic Court
- supplied the Secretary of State for Education of the Republic of Tajikistan with materials on American cooperation with secondary schools of Tajikistan

Abdouloev provided materials he received during his US training on the American judicial system with fifteen judges of the Supreme Economic Court and provided insight on his experiences. He organized another meeting with forty employees of the Court and gave a comparative analysis of the US and local judicial systems. In particular, he described the American Appeals Court and how the accused have a chance to prove their innocence. He is encouraging the adoption of an appeals court for the judicial system.

He also reported the results of his training to the Chairman of the National Assembly, Mr. Radjabov, and his First Deputy, Mr. Dostiev. He presented an idea to organize appeals boards in the courts of Tajikistan. He also proposed to implement the methods of his American colleagues in the Supreme Economic Court.

During his training in the US, Abdouloev established contacts with The Mississippi Consortium for International Development. The Consortium is eager to cooperate with secondary schools of Tajikistan. Upon his return, he brought the necessary materials and gave them to the Secretary of State for Education of the Republic of Tajikistan.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative Systems Reform III
Date of Training: 6/28/95 - 7/25/95
Provider: Clark University/MCID
PTP Code: 11595038
PDF or PIO/P Code: 787840
Participant Name: Chermahmad Chojev

- shared experience and knowledge with twenty-five colleagues within the Ministry of Justice
- developing a criminal code for the Republic of Tajikistan
- organized a meeting of judges of the Khatlon oblast

Chojev, upon his return, set up several meetings in an effort to share his training experience and information with colleagues. His first meeting was with colleagues within the Ministry of Justice, where he focused on legislation developed in the US and the role that research and analytical organizations play in supporting state and national legislators with information on particular legislative issues.

Later, Chojev met with a group of forty judges where he presented a comparative analysis of the US judicial, legislative and local systems to those of the Republic of Tajikistan.

Chojev is using the knowledge he gained while studying European legislation in Holland, combined with his US training, to develop a criminal code for the Republic of Tajikistan.

Chojev is organizing workshops for lawyers to serve as a forum to discuss the criminal and civil acts to be adopted on the basis of the NIS code.

Strategic Objective: 2.2
Country: Tajikistan
Program Title: Legislative System Reform
Date of Training: 3/21/95 - 4/18/95
Provider: MCID
PTP Code: 11595005
PDF or PIO/P Code: 785560
Participant Name: Roustam Chamouratovich Mengliev

On his return from his US training Mr. Mengliev received a promotion and became the Head of Legislative Drafts Board. He is engaged in preparing the bills and legislative documents for the government and NGOs to be registered. He took part in making the 1996 Legislative Acts Plan, taking into consideration the peculiarities of our Legislation and he was able to use the knowledge he received in the US.

Mr. Mengliev thinks that in present time they should pay much attention to broadening the population's legislative knowledge.

After he returned from his training he met with the Minister of Justice and his Deputy. He was able to discuss his impressions and new ideas.

Now he is preparing a series of articles on stimulating non-government organizations.

Strategic Objective: 2.4
Country: Tajikistan
Program Title: Agriculture Liberalization I
Date of Training: 10/7/95 - 10/27/95
Provider: Texas A&M University, College Station
PTP Code: 11595039
PDF or PIO/P Code: 794372
Participant Name: Abdouchoukour Nazarov

- organized meetings for over 40 university professors on American teaching methods
- proposed changes to the Tajik university education system
- established contacts with professors at Texas A&M University
- established invited Prof. Richard Edward to Dushanbe for lectures
- spoke to over 750 students on US methods of agricultural sector management and agricultural economics
- negotiating with global economic leaders to organize university courses on Western economic analysis

Upon his return from Tajikistan, Nazarov immediately began to share the new techniques and methods learned during US training with colleagues and students. Within two months, he had organized two meetings for over 40 colleagues on innovative US teaching methods, including the use of role play and presentations in class, and had given lectures to over 750 students on agricultural sector economics and management.

Nazarov also established contacts with Texas A&M University professors, including Richard Edward, whom he is invited to Dushanbe as a guest lecturer. In addition, he is negotiating with colleagues in Washington, DC and World Bank officials to organize university courses on Western economic analysis.

Strategic Objective: 2.4
Country: Tajikistan
Program Title: Agriculture Liberalization I
Date of Training: 10/7/95 - 10/27/95
Provider: Texas A & M University
PTP Code: 11595039
PDF or PIO/P Code: 794443
Participant Name: Anvar Moukhamadiev

- Is working with colleagues and Ministry of Agriculture officials to establish new structures and organizations for Tajik farmers, modeled on American farmers' associations
- Established contacts with officials from the US Farmer to Farmer program, TACIS, and Agroaction (Germany)
- Proposed a series of US-Tajik exchanges to maintain contacts between experts

Upon his return from US training, Moukhamadiev organized a meeting for 15 colleagues. At the meeting, he shared his US experience and proposed adapting the structure of the Farmers' Bureau of Texas for local Tajik farmers' associations.

Moukhamadiev also established contacts with officials from the US Farmer to Farmer program, TACIS, and Agroaction (Germany), and is working closely with them to establish a Support Fund for Tajik farmers.

In meetings with the Minister of Agriculture, he proposed establishing a Tajik-US exchange of agricultural experts to maintain these contacts.

Strategic Objective: 2.4
Country: Tajikistan
Program Title: Agriculture Liberalization I
Date of Training: 10/7/95 - 10/27/95
Provider: Texas A & M University, College Station
PTP Code: 11595039
PDF or PIO/P Code: 794373
Participant Name: Mousso Baratov

- presented report based upon NET training to be distributed to Tajik government officials
- organized a meeting at the Ministry of Agriculture and gave a presentation on his training, showing a 17-minute video taken during his training
- delivered a lecture on "Management of Agriculture in a Market Economy" at a refresher course for agricultural specialists
- met with officials of the US Embassy in Tajikistan and discussed further co-operation in the agricultural sector
- established and maintained contacts with a foreign NGO, Technical Assistance to CIS (TACIS), as Deputy Minister of Agriculture

On return from his NET training, Baratov presented a 20-page report to the Minister of Agriculture on his training and his recommendations for agricultural reforms in Tajikistan, taking into consideration the experience and practices of his American colleagues. A copy of the report was also sent to the legislature for distribution to government officials to ensure that they are aware of the agricultural achievements of other countries.

Baratov delivered a lecture on the management of agriculture in a market economy for agricultural specialists. Baratov brought over 20 kilos of translated materials which were copied and distributed among his employees upon his return.

During trips and meetings attended around Tajikistan, Baratov provides examples of how Americans manage their farms and agricultural enterprises. Baratov is currently working on the implementation of a presidential decree to decentralize 50 hectares of land.

In May of 1996, Baratov was appointed Minister of Agriculture.

Strategic Objective: 3.1
Country: Tajikistan
Program Title: Water Treatment Management
Date of Training: 3/15/95 - 4/5/95
Provider: Colorado State University
PTP Code: 11595024
PDF or PIO/P Code: 787150
Participant Name: Bourhanov Rahmat

Kholov met with his coworkers at the Ministry of Agriculture after his return from U.S. training. He discussed the role of the U.S. government in the agricultural sector as well as the "hands-on," practical nature of NET training.

Two months later, Kholov toured several regions of Tajikistan, meeting with regional agricultural boards and farmers to discuss his American experience. Utilizing examples and materials from his training, he met with over 200 people.

In his capacity as Head of the Board for External Economic Relations, Kholov assisted with the presidential denationalization of land. He also assists and advises the European Union's Technical Assistance to the CIS (TACIS) program, which works with the Ministry of Agriculture.

Strategic Objective: 3.1
Country: Tajikistan
Program Title: Water Treatment Management
Date of Training: 3/15/95 - 4/5/95
Provider: Colorado State University
PTP Code: 11595024
PDF or PIO/P Code: 787153
Participant Name: Solidjion Bakhromov

- held meetings with over 200 employees and managers of the Kanibadam City Water Processing Board
- discussed U.S. water treatment facilities operation and distributed materials from U.S. training
- working on adoption of American deep well pump technology
- has established contact with American firms to finance project

Bakhromov's U.S. training exposed him to a wide range of water treatment facilities and techniques used in the provision of city water.

After he returned, he met with over 200 of his colleagues and employees at the Kanibadam City Water Processing Board. He discussed American methods on water treatment and management and distributed copies of U.S. training materials.

Bakhromov is currently working on the adoption of American deep well pump technology. He established contact with an American company, PEERLES, to develop funding for this project. He has established a joint venture with PEERLES' successor company, Pump Pors, a specialist in deep well turbo-pump technology.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Labor Markets and Laws in Market Economy
Date of Training: 7/18/94 - 8/19/94
Provider: Atlanta Management Institute
PTP Code: 11594020
PDF or PIO/P Code: 775452
Participant Name: Firuz Saidov

- organized two seminars to share information gained in the US
- conducted lectures in management, using American examples and materials
- prepared a proposal on labor markets in transition for the Tajik government, which was later adopted
- conducted a survey of poverty, employment, and living standards for Save the Children
- organized several one-day seminars in oblasts surveyed

Upon his return from Atlanta, Firuz Saidov organized two seminars on the development of labor markets in Tajikistan for over 40 colleagues at the Strategic Research Center. Since then, he has also conducted lectures in management, based on materials brought from the US, for over 300 students.

In 1995, Saidov submitted a proposal to the Tajik government on labor market development. The proposal was adopted in December of that year.

In addition to his government work, the returned NET trainee completed a study of poverty, employment, and living standards in several regions for Save the Children. He and his co-workers organized several one-day workshops in the oblasts studied, thus providing training for over 200 local officials.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Management of Pension and Welfare System
Date of Training: 11/2/94 - 12/6/94
Provider: Cornell University
PTP Code: 11595014
PDF or PIO/P Code: 787039
Participant Name: Khairiddin Karimov

- upon his return to Tajikistan from his NET training, Khairiddin Karimov immediately began to train his co-workers and other government workers on the knowledge he had gained about the US pension and welfare system
- met with his co-workers at the Department for Social Security and shared with them NET materials
- conducted a seminar for more than twenty people at the Executive Committee of the Leninabad region
- comparing different welfare systems in various market economies and ways of adapting these various systems in Tajikistan
- wrote an article detailing his NET training experiences which was published in a local newspaper in Tajikistan
- attended NET's follow-on program in Kazakhstan (September 1995) focusing on the Central Asian region's welfare system reforms and the formation of private pension funds

As Head of the Department for Social Security in the Leninabad region, Karimov met with thirty of his employees and colleagues and gave them copies of the materials he had brought back with him. He also held a seminar for more than twenty people at the Executive Committee of the Leninabad region. The focus of the seminar was comparing different welfare systems used by countries that have market economies and analyzing how these systems could be adapted to local conditions in Tajikistan.

Karimov also educated the general public in Tajikistan about the US welfare system by writing an article which was published in the local newspaper "Shoukhrati Asht" in June 1995. In the article, he described his impressions of visits to various welfare organizations in the US and how he was able to examine the differences between state provided social security and privately funded pensions.

Karimov is continuing to expand upon his knowledge to help reform the social sector in Tajikistan. He attended NET's follow-on training in Almaty, which focused on the implementation of welfare system reforms and the formation of private pension funds in the Central Asia region.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Principles of Epidemiology
Date of Training: 9/1/95 - 10/6/95
Provider: Center for Disease Control
PTP Code: 11595018
PDF or PIO/P Code: 777345
Participant Name: Farkhod Odinaev

- organized a series of lectures for over 60 employees on American disease control and prevention techniques.
- founded a newsletter on the Tajik health care system, including epidemiological data and discussion of current problems.
- acquired a computer and laser printer from CDC to use in printing the newsletter.

On his return from NET training in Atlanta, Farkhod Odinaev organized a month-long series of lectures for employees of the Institute. The lectures addressed US methods of disease control and prevention.

Odinaev also created a new information source for Tajik epidemiologists, a newsletter on the development of the Tajik health care system. The bulletin provides current epidemiological data and information on current problems. American colleague Bruce Ross of the CDC assisted Odinaev by providing a computer and laser printer to use for production.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Labor Market and Laws in Market Economy
Date of Training: 7/18/94 - 8/19/94
Provider: Atlanta Management Institute and Atlanta
PTP Code: 11594020
PDF or PIO/P Code: 775453
Participant Name: Roustam Bobjonov

- Identified needed social policy reforms and lobbied government officials for their adoption
- Arranged employment in Russia for almost 3,000 unemployed Tajiks in 1994 and 1995 through work migration programs
- Published a series of articles devoted to labor reform; participated in three professional conferences on labor, migration, and social security
- A year and a half after US training, was promoted to a position in the Ministry of Labor
- Attended 1996 training program sponsored by the World Bank and established professional contacts with Bank staff.
- Upon his return from US training, Bobojonov immediately began to apply concepts learned during US training.
- He identified needed social policy reforms and lobbied for their adoption.

To combat unemployment during Tajikistan's transition to market structures, Bobojonov arranged for almost 3,000 unemployed Tajiks to work in Russia during 1994 and 1995. He also worked to expand the work program into Persian Gulf countries.

He continued to disseminate his new ideas by participating in professional conferences and publishing a series of newspaper articles.

A year and a half after US training, he was appointed to the administrative board of the Ministry of Labor and Employment. Six months later, he participated in a World Bank training program, during which he made professional contacts with Bank staff.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Health Care Financing
Date of Training: 8/10/94 - 9/6/94
Provider: Boston University Center for International Health
PTP Code: 11594011
PDF or PIO/P Code: 776491
Participant Name: Dzhura Inomzoda

- promoted to Chairman of the Central Committee of the Health Care Workers' Trade Union upon return from his US training
- established an Association for Health Care Workers
- organized two one-month long seminar series in Dushanbe and Leninabad oblasts for chief physicians and their assistants
- wrote article on privatized health care sector published in the proceedings of the Third Congress of Internists in Kyrgyzstan
- will present his findings on the reform of medical insurance in Tajikistan at NET's follow-on program on Health Care Reform

The reform of the health care sector in Tajikistan is being facilitated by the work of Dzhura Inomzoda, who has created an Association for Health Care Workers and has trained chief physicians and their assistants in managing health care in a market economy. Upon his return from the US training, Inomzoda was immediately promoted from Deputy Head at the Academy of Sciences to Chairman of the Central Committee of the Health Care Workers' Trade Union. The association he established will be at the forefront of creating an efficient and effective health care system in Tajikistan as well as standardizing the qualifications of health care workers.

In June and August 1995, Inomzoda conducted a seminar series on "Management of Health Care in a Market Economy" for chief physicians and their assistants. Physicians from all over Tajikistan attended the first seminar, where they received training in expenditure analysis, paid health care services, and medical insurance and private practice. The second seminar, which was held in the Leninabad oblast, focused on improving the administrative skills of physicians as many of them will need these skills when they open their own private practices.

Inomzoda is continuing to share the information he learned during his US training at Boston University by presenting his findings at conferences. In May 1995, he participated in the Third Congress of Internists in Bishkek, Kyrgyzstan. An article he wrote on "Gastroenteriological Diseases in Privatized Enterprises" was published in the materials distributed at the meeting. He is also intending to present his report on "Adoption of Obligatory Medical Insurance in Tajikistan" at the NET project's follow-on program in health care reform, which will be held in Almaty in December 1995.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Management of Pension and Welfare System
Date of Training: 11/2/94 - 12/6/94
Provider: Cornell University
PTP Code: 11595014
PDF or PIO/P Code: 777339
Participant Name: Ismatouлло Tagaev

During his training, Mr. Tagaev gave an interview in the American journal, "The Chronicle of Higher Education", December 14, 1994. According to his interview, the concept of social services is relatively undeveloped in Tajikistan. The following is a short excerpt from the interview:

Date of Interview: April 4, 1995

Ismatouлло Tagaev, head of the main board for Management of Pension at the Social Security in Tajikistan, described the concept of social services as undeveloped in his country. He plans incorporate things he learned during US-based training in his office's program. He is also using US Social Security materials at his office.

Tagaev's focus is improving services for the physically challenged. He believes it is very important for a disabled person to know they are not considered a second-class citizen.

Tagaev participated in the follow-on seminar Management of Welfare Systems in Sept. 1995.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Maternal and Child Health
Date of Training: 8/17/94 - 9/15/94
Provider: University of Connecticut, Ctr. for Int'l Comm.
PTP Code: 11594013
PDF or PIO/P Code: 777192
Participant Name: Lioudfinisso Gafurova

- promoted to Head of the Board of Maternal and Child Health at the Ministry of Health Care
- organized a number of seminars held by foreign health organizations in Tajikistan
- coordinated a seminar on Family Planning for 20 physicians from Tajikistan
- educated the general public on how to prevent diarrhea and respiratory infections by making educational pictures which are shown bimonthly on local television
- wrote proposals to UNICEF, WHO, and the Ministry of Trade and received funding from them for health supplies for treating patients with endocrinological diseases
- will share knowledge gained during US training at the International Conference for Coordinators on Maternal and Child Health Care and Family Planning in November 1995

Lioudfinisso Gafurova is resolved to decrease the rate of endocrinological disease – typically known as thyroid problems – which occurs in one out of every three people in Tajikistan. As a result of her US training, she has learned how to resolve this problem. Immediately upon her return from Connecticut, she wrote and submitted a proposal to the Ministry of Trade to purchase potassium iodide to iodize salt as she learned that this will help prevent endocrinological disease. She also submitted proposals to UNICEF and WHO for health supplies. As a result, Gafurova was involved in distributing medicines used to treat the disease to clinics in Dushanbe, the capital of Tajikistan.

Gafurova's efforts were noticed by her supervisors, who promoted her from a Chief Physician to the Head of the Board of Maternal and Child Health at the Ministry of Health Care. Since her promotion, she has organized several seminars held in Tajikistan by foreign health organizations. She was instrumental in coordinating a two-week

seminar on Family Planning held in Dushanbe, which was attended by about twenty physicians from all over Tajikistan.

Gafurova's work has also focused on educating the general public on preventing diarrhea and respiratory infections. Upon securing funding from UNICEF, Gafurova and her colleagues made several still pictures of ways to prevent these infections. These educational pictures are now shown twice a month on local TV.

Gafurova will have the opportunity to educate others from the Central Asian republics and Azerbaijan at the International Conference for Coordinators on Maternal and Child Health Care and Family Planning in November 1995. There she will share her experiences on reforming the health care sector by finding revolutionary ways to prevent and treat common diseases.

Strategic Objective: 3.2
Country: Tajikistan
Program Title: Principles of Epidemiology
Date of Training: 9/1/95 - 10/6/95
Provider: Center for Disease Control
PTP Code: 11595018
PDF or PIO/P Code: 794336
Participant Name: Bandisho Shoismatulloev

Dr. Shoismatulloev, Head Doctor, was interested in management and operation of the sanitary and epidemiological centers in the USA. During the training, Dr. Shoismatulloev gained much knowledge and learned from the experience of American epidemiologists.

After returning from the the US, Dr. Shoismatulloev organized seminar series regarding methods for controlling communicable diseases within the republic. The first seminar was held in Dushanbe and more than 80 doctors from all Dushanbe SESes were present. He proposed to put into practice the American calendar of prevention and vaccination which is more practical and less expensive and also implement a biostatistical method of communicable diseases prognosis. The same kind of seminars were conducted in two other cities of Tajikistan. In Kulob about 200 doctors from epidemiological institutions attended his seminar and in Kurgan-Teppa about 80 individuals became aware of the American calendar of prevention and vaccination.

Late January there will be an Annual Conference of all SESes of the Republic. Dr. Shoismatulloev will make a report for 1995.

Dr. Shoismatulloev is negotiating with UNICEF and other foreign NGOs regarding the amount necessary for 1996 vaccination. A contract has been signed with Aga Khan Foundation providing the republican SESes with \$ 60,000 for vaccination. An agreement is under negotiation with the German Embassy to provide 400,000 DM also for this purpose. The government of the USA promised to allocate \$300,000 as well.

Turkmenistan

Strategic Objective: 1.3
Country: Turkmenistan
Program Title: Restructuring the Economy I
Date of Training: 6/15/95 - 7/13/95
Provider: Transaction LLC
PTP Code: 11595035
PDF or PIO/P Code: 787206
Participant Name: Alexandr Kourbanov

As the Head of the Free Enterprise Zone Department at the Economics Institute, Mr. Kourbanov has been active in the development of free enterprise zones in Turkmenistan. Since his return from his U.S. training in economic restructuring, Mr. Kourbanov has drafted legislative recommendations to the government and issued a series of articles in the newspaper "Neutral Turkmenistan." In this series, he explains the main principles of free enterprise zones, shares the American experience in establishing and maintaining them, and makes recommendations on how to transfer this experience to Turkmenistan.

At the 1996 National Exhibition of Science and Technology, Mr. Kourbanov's department presented a newly established enterprise zone. The NET Alumni Center was instrumental in assisting him in preparing the presentation materials. High-level government officials and Turkmen businessmen visited the exposition, and the presentation's success demonstrated great foreign and local interest in the development of enterprise zones in Turkmenistan.

Mr. Kourbanov's department now consults with foreign and local businessmen on enterprise zone development, including recommending draft legislation and regulations.

Strategic Objective: 3.2
Country: Turkmenistan
Program Title: Labor Market and Laws in a Market Economy
Date of Training: 7/18/94 - 8/19/94
Provider: Atlanta Mgmt Institute (Impact), Atlanta
PTP Code: 11594020
PDF or PIO/P Code: 775380
Participant Name: Khesel Sharafova

Selvi Sysoyeva and Khesel Sharafova, participants from Turkmenistan in the "Labor Markets and Laws in a Market Economy" program, have presented a proposal to create a state funded employment service, including education and placement services for the unemployed.

Strategic Objective: 3.2
Country: Turkmenistan
Program Title: Labor Market and Laws in a Market Economy
Date of Training: 7/18/94 - 8/19/94
Provider: Atlanta Mgmt Institute (Impact), Atlanta
PTP Code: 11594020
PDF or PIO/P Code: 775378
Participant Name: Selvi Sysoyeva

Selvi Sysoyeva and Khesel Sharafova, participants from Turkmenistan in the "Labor Markets and Laws in a Market Economy" program, have presented a proposal to create a state funded employment service, including education and placement services for the unemployed.

Ukraine

Strategic Objective: 1
Country: Ukraine
Program Title: Economics Training II
Date of Training: 3/27/95 - 4/14/95
Provider: Brookings Institute, Washington DC
PTP Code: 12195006
PDF or PIO/P Code: 786210
Participant Name: Oleh Soskin

Oleh Soskin has maintained a relationship with the Brookings Institution, which provided a course entitled "Economic and Financial Training for Ukrainian Parliamentarians." They are developing joint projects dealing with scientific investigations and political analyses. Mr. Soskin has been interviewed by Ukraine's national press and recently conducted a seminar for leading Ukrainian politicians and economists on the topic "Ukraine and the Geopolitical Transformations in Europe at the End of the 20th Century."

Strategic Objective: 1
Country: Ukraine
Program Title: Pilot Conversion Program
Date of Training: 10/17/94 - 10/23/94
Provider: Jet Tech, Phoenix AZ
PTP Code: 12194045
PDF or PIO/P Code: 778145
Participant Name: Igor Sosnovskii

Captain Igor Sosnovsky attended the Pilot Conversion program, provided by Jet Tech International, of Phoenix, Arizona, in September-October 1994. Igor Sosnovsky is Chief Pilot at Ukraine's International Airlines (UIA). He was the first pilot in Ukraine to receive FAA certification as an air transport pilot. Sosnovsky was among the first UIA pilots to attend the training in the operation of Boeing 737-200 aircraft - by now, every pilot among the 30-member crew of the UIA has attended the US training. In the last year, UIA has maintained a strong relationship with Jet Tech. In January, 1995, Jet Tech was engaged to conduct follow-on training for the entire flight staff of UIA. After in-flight supervision on UIA's newly acquired Boeing 737-200s airplanes, one of the American instructors said: "You may feel proud of the work being done." A trainer noted, that "this is one of those programs where you get \$10 of value for every \$1 you invest."

Other results include the fact that all technical documentation is being compiled according to the most up-to-date requirements and regular staff meetings aim at improving safety. Quite recently, the managerial staff, Sosnovsky included, has drawn up a retraining program for UIA's flight staff. The program is based on the principles learned from the US training in operating Boeing 737-200 aircraft, and is designed to be conducted in Ukraine. The retraining program is expected to be approved by the Ukrainian Transport Department.

Strategic Objective: 1.2
Country: Ukraine
Program Title: Local Government Finance III
Date of Training: 10/17/94 - 11/4/94
Provider: Atlanta Management Institute
PTP Code: 12195025
PDF or PIO/P Code: 786350
Participant Name: Oleksander Omelchenko

- plans to organize and head the new Ministry for Emergency Situations
- will become the first minister of the Ministry for Emergency Situations

The Commission for Techno-Environmental Security and Emergency Situations is currently the only organization in Ukraine that deals exclusively with emergency situations. This may soon change. Upon returning from his NET training, Oleksander Omelchenko began to implement plans to create a Ministry for Emergency Situations. He has received backing from the Ukrainian Vice-Premier Vasiliy V. Durdinets.

Omelchenko will become the first minister of the Ministry for Emergency Situations. The new ministry will replace the ad hoc committees which had been formed to solve particular emergencies. These committees, which were often hastily organized, cost Ukraine millions of dollars.

In an article published in "Kievskie Vedomosti" in March 1996, Durdinets stated that although there have been some delays, the Ukrainian cabinet is scheduled to review the documentation supporting the establishment of the new ministry in May or June 1996.

Strategic Objective: 1.3
Country: Ukraine
Program Title: Agribusiness Development and Management
Date of Training: 11/28/94 - 12/16/94
Provider: University of Kentucky
PTP Code: 12195030
PDF or PIO/P Code: 786417
Participant Name: Pavlo Ivanovych Haidutsky

- Haidutsky was appointed Minister of Agriculture following his US training.
- His goal is to reform Ukraine's agricultural sector by increasing its production and protecting the livelihood of the farmers
- Interview discusses his philosophy for the future of Ukraine's agriculture, his experience as a NET participant, and his desire to implement Western-style reforms in Ukraine's agricultural system

Haidutsky said his US training helped him realize how price supports and farmers' incomes are related, a major issue in Ukraine. He also learned about a "very shrewd state policy towards agriculture" and the importance of prioritizing.

He has given several lectures on agricultural development in Ukraine, encouraging farm district managers to consider their futures.

He believes the state should have supervision over the parity of the national economy, not supporting the farmers with products and equipment.

Strategic Objective: 1.3
Country: Ukraine
Program Title: Business Consulting Skills
Date of Training: 7/26/94 - 8/13/94
Provider: Harvard University, Cambridge
PTP Code: 12194024
PDF or PIO/P Code: 775811
Participant Name: Victor Kovtun

Victor Kovtun, a participant in the Business Consulting Skills program, established his own consulting firm (Malgam, Ltd.) after returning home from US training. Mr. Kovtun stated, "I took this step due to the desire to implement the acquired knowledge, to enter the market of consulting businesses with my own ideas, and to avoid giving advice from my management with which I did not agree. Suggested areas of consulting include: privatization; business-planning; evaluation of companies for the purpose of their privatization through stock issuance; issuing securities; mergers, acquisitions, and spin-offs; policies of dividend payment; preparing and publishing annual reports of publicly traded companies; and, publishing periodicals for investors."

Strategic Objective: 1.3
Country: Ukraine
Program Title: Agribusiness Development and Management
Date of Training: 11/28/94 - 12/16/94
Provider: University of Kentucky Coll. of Agriculture
PTP Code: 12195030
PDF or PIO/P Code: 786428
Participant Name: Pavel Riabtchouk

Pavel Riabtchouk is Head of the Oleksandrivka State Center for Breeding and Training, just outside of Kiev. On his return from U.S. training, Riabtchouk built and put into operation a milking farm for 200 cows, using American-made Dolmatex automated milking equipment. With the new equipment, his yield per cow ranges from 5,000 to 8,000 kg per head.

In addition, Riabtchouk obtained U.S. funds for a new meat processing factory and milk processing plant, now under construction.

Strategic Objective: 1.3
Country: Ukraine
Program Title: Agribusiness
Date of Training: 6/2/95 - 6/23/95
Provider: Agriculture Coop Dev Intl, Washington
PTP Code: 12194002
PDF or PIO/P Code: 774685
Participant Name: Viktor Prisyazhnyuk

Viktor Prisyazhnyuk represents the Ukrainian Farmers Association and is editor-in-chief of a weekly newspaper for farmers, NASH CHAS (OUR TIME). Realizing that American cooperative farms have nothing in common with the well-known "kolkhozes" (collectives) of Ukraine, he is active in trying to change the outdated and backward administrative practices in the management of agriculture in Ukraine. He assists VOCA in distributing materials, in Ukrainian.

Strategic Objective: 1.3
Country: Ukraine
Program Title: Agribusiness
Date of Training: 5/22/95 - 6/6/95
Provider: Agriculture Coop Dev Intl, Washington
PTP Code: 12194002
PDF or PIO/P Code: 774687
Participant Name: Oleg Bayzan

Oleg Bayzan, manager of a large state farm in the process of privatizing and a participant in an Agribusiness Program, has played an instrumental role in forming 18 private farmer associations out of the state farm he manages and is in the process of distributing assets of the state farm to the associations.

Strategic Objective: 1.4
Country: Ukraine
Program Title: Tax Administration
Date of Training: 8/6/95 - 8/26/95
Provider: Internal Revenue Service of D.C.
PTP Code: 12194011
PDF or PIO/P Code: 774917
Participant Name: Vladimir Siretsky

Vladimir Siretsky and Anton Kostishin (representing the Tax Administration Office in Ivano-Frankivsk) have held training seminars for local staff. They are now rebuilding their own administrative structures based on the American models they studied.

Strategic Objective: 1.4
Country: Ukraine
Program Title: Tax Administration
Date of Training: 7/30/95 - 8/19/95
Provider: Internal Revenue Service of D.C.
PTP Code: 12194011
PDF or PIO/P Code: 774905
Participant Name: Nikolay Kharevsky

Nikolay Kharevsky, the Head of the Mykolayiv Oblast Tax Inspectorate, together with his Deputy Head, Oleg Soltysyk, led a three-day training seminar for local tax inspectors in June 1994, based on their US training experiences.

Strategic Objective: 1.5
Country: Ukraine
Program Title: Modernizing Securities Market Operations
Date of Training: 10/9/95 - 10/20/95
Provider: Intradoss, Washington DC
PTP Code: 12195062
PDF or PIO/P Code: 793777
Participant Name: Sergiy Biryuk

As a Consultant to the Parliamentary Commission on Economic Policies and Management, Sergiy Biryuk has been using the training materials in the development of legislation for the Commission. As a teacher, he has included much of the information in his lectures. In each case, he has managed to share the materials with his colleagues.

Strategic Objective: 1.5
Country: Ukraine
Program Title: Private Land & Real Estate Markets I
Date of Training: 11/9/94 - 12/9/94
Provider: Lincoln Inst of Land Policy, Cambridge
PTP Code: 12194019
PDF or PIO/P Code: 776781
Participant Name: Anatoliy Dron

Anatoliy Dron is a People's Deputy in Ukraine, Head of the Parliamentary Subcommittee on Housing Policy and City Management. At the time of the U.S. program, Anatoliy Dron was also the Head of the State Committee of Ukraine for Housing and Municipal Economy. In December 1994, in accordance with the Law on Status of a People's Deputy, Anatoliy Dron left his office in the State Committee - to be able to give himself fully to his work at the Verkhovna Rada (Ukrainian Parliament). In his position at the Verkhovna Rada, the most important project Dron has been working at was Basic Conception of National Housing Policy - which was adopted by the Parliament of Ukraine in July 1995, after over one year and a half of work on it. The Conception is a basic document for a series of succeeding laws and regulations to be adapted in terms of national housing policy and land relations. While working on the concrete provisions of the Conception, Dron has used, in particular, the experience and some practical knowledge from his training in the U.S. "Such short training courses can hardly change something fundamentally," he said, "still, it was really useful to see by myself, how the system of real estate and land regulations works in the U.S."

Since the summer of 1994, that is after his training in the U.S., Dron has been taking an active part in the organization of different seminars and conferences in Housing Policy and in Land Relations in City Management. One of the objectives for these seminars was to gather responsible and interested people (from different regions of Ukraine and also experts from other countries) and give them an opportunity to exchange their vision of who the reform in this field should be carried out. Being an important component of working-out the Conception of National Housing Policy, these seminars and conferences were organized by the State Committee for Housing and Municipal Economy (Dron was the head of the Committee at the time) together with the State Committee of City Development (whose head is another NET participant - Vladimir Gusakov) working in collaboration with USAID.

After U.S. training, Anatoliy Dron started to work more intensively with voters. In his TV and radio interviews, and through his newspaper articles, he regularly informed the public about the work on the Conception of National Housing policy. In response, he received numerous commentaries and propositions, which were considered while formulating the final document.

One more important and absolutely new project that Dron has been involved in after his return from the U.S., was Housing Subsidy Program, which he called "a revolution in housing policy of Ukraine." The Housing Subsidy Program introduced in May 1995 envisaged a system of payment to support low income families in their housing and communal expenditures. The program was developed by the Ukraine's State Committee for Housing and Municipal Economy and the Ministry of Social Protection, with the participation of USAID.

"Despite the fact, that the Housing Subsidy Program has been adopted prior to the National Conception of Housing Policy," said Anatoliy Dron, "these are links of one and the same chain, its new approach towards the most pressing problem of today. The Government of Ukraine has made a concrete step towards a market-based reform in Housing policy, and also has demonstrated its commitment to provide comprehensive social protection for the Ukrainian people. The American experience in this respect was of exceptional importance for us."

After his training in the U.S., Anatoliy Dron, as Head of the Parliamentary Subcommittee of Housing Policy and City Management, started to work closely with finance bodies and building industry professionals. This appeared to be a necessary component of his work, which by now covers much wider spectrum of problems than before. New directions of Dron's work are land management and new developments in construction.

Strategic Objective: 1.6
Country: Ukraine
Program Title: Environmental Policy Seminar
Date of Training: 11/26/96 - 11/29/96
Provider: Futurepast, Inc., Arlington, VA
PTP Code: 121FO063
PDF or PIO/P Code: 947229
Participant Name: Yevgeniy Yakovlev

Yevgeniy Yakovlev reported that his State Committee on Geology had instituted multiple leasing arrangements for developers of mineral water resources, instead of granting a single lease to only one developer. The State Committee also instituted an EPA-like Environmental Impact Statement process for evaluating coal mine properties that are candidates for closure.

Strategic Objective: 1.6
Country: Ukraine
Program Title: Environmental Policy Seminar
Date of Training: 11/26/96 - 11/29/96
Provider: Futurepast, Inc., Arlington, VA
PTP Code: 121FO063
PDF or PIO/P Code: 793899
Participant Name: Natalia Malycheva

Natalia Malycheva, Head Scientific Associate of the National Academy of Sciences Institute of State and Law, said that she used her US experience in formulating an integrated draft law on waste management.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO Strengthening
Date of Training: 5/22/95 - 6/6/95
Provider: World Learning, Washington
PTP Code: 12194001
PDF or PIO/P Code: 774676
Participant Name: Volodymyr Tsvykh

Volodymyr Tsvykh, head of the trade union at Kiev State University, participated in NET's "NGO Strengthening" program. On his return to Kiev, he organized two seminars for educational professionals. The seminars focused on the financial and legal support of members and how to actively lobby state and city offices. His organization increased its 1994 budget by raising the equivalent of \$20,000.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO Strengthening
Date of Training: 4/24/95 - 5/10/95
Provider: World Learning, Washington
PTP Code: 12194001
PDF or PIO/P Code: 774680
Participant Name: Vasyly Marynchenko

Vasyly Marynchenko is duplicating the organizational structure of Children's Christian Foundation (Richmond, Virginia), with which he established and maintains linkages and plans to open an affiliated chapter in Ukraine. As a direct result of US training, he is working with members of parliament to create legislation dealing with the rights of children and a new version of laws relating to family and marriage.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO/PVO Strengthening
Date of Training: 8/5/94 - 8/20/94
Provider: Institute for Public Service
PTP Code: 12194022
PDF or PIO/P Code: 776451
Participant Name: Nikolai Borissov

- founded the Donetsk Regional Mediation Group (DRMG), an NGO committed to providing assistance to Ukrainian government workers and businessmen in conflict resolution
- formed partnerships with the National Academy of Arbitrators and the American Association of Arbitrators
- collaborated with the Cabinet of Ministers and the Parliament in conducting an international conference entitled, "World Practice of Non-Judicial Conflict Resolution" for professional mediators from Ukraine, Russia, Belarus, and the US
- established the Ukrainian Mediation Group to provide training and support to private mediators
- wrote proposal to provide a series of training seminars in labor dispute resolution for local government officials, union leaders, and factory managers

Upon returning to Ukraine from his US training program, Nikolai Borissov and his colleagues created the Donetsk Regional Mediation Group (DRMG) to teach business owners how to resolve conflicts between themselves and their employees peacefully. In the absence of a standardized legal system, private business owners do not have clear guidelines on how to end strikes, negotiate contracts and resolve other employee grievances.

DRMG is committed to holding a series of training seminars for local government officials, union leaders, and factory managers to provide them with skills in mediation for negotiating collective bargaining agreements, drafting labor contracts and establishing grievance procedures. Borissov has established partnerships with the National Academy of Arbitrators and the American Association of Arbitrators, and has written a proposal to seek funding for eight training seminars.

DRMG was created from the Donetsk Applied Association Psychological Center, of which Borissov is the Executive Director. Under Borissov's guidance and with assistance from the Cabinet of Ministers and the Parliament of Ukraine, the Center held an international conference in 1993 entitled, "World Practice of Non-Judicial Conflict Resolution." This conference was attended by professional mediators from Ukraine, Russia, Belarus, and the United States, with the result being that the Ukrainian Mediation Group (UMG) was established.

Borissov is currently working on creating a network of non-profit branches of the UMG in Ukraine to provide training and support to private mediators. There are currently branches in the Ukrainian cities of Donetsk, Kharkov, Odessa, and Lugansk, with additional offices to be opened in five more cities within the next year.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO/PVO Strengthening
Date of Training: 8/4/94 - 8/21/94
Provider: Institute for Public Service, Hartford
PTP Code: 12194022
PDF or PIO/P Code: 776457
Participant Name: Taras Logguinov

Since returning from US training, Taras Logguinov has worked to develop new projects for Compas, the youth club of which he is the Chairman of the Board. One of Compas' projects, "Children Outside the Walls" deals with problem children who come from homes with little or no supervision. Mr. Logguinov arranged a conference for 30 Ukrainian, Belarusian and Russian NGO leaders in December of 1994. At that conference, he presented a comparative analysis of fundraising strategies in the US and Ukraine.

Using techniques learned in the US, Mr. Logguinov has secured 15 different grants for Compas. Some examples follow:

- (1) a grant from ISAR Environmental Education was used to open "Forest SOS "a camp for children from Ukraine, Moldova, and Belarus. As a result, over 1500 trees were planted in the Kiev district in the span of a week.
- (2) the Soros Foundation provided funding that enabled Compas to produce a publication called Camplist-'95. The publication is a register of educational activities for children and youth throughout Ukraine. The list includes camps, expeditions, hiking, seminars, conferences and other training opportunities.
- (3) recently, Mr. Logguinov was awarded a grant which allowed him to shoot a film about NGOs. This film is scheduled to be shown on Ukrainian television.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO Strengthening
Date of Training: 4/24/95 - 5/10/95
Provider: World Learning, Washington
PTP Code: 12194001
PDF or PIO/P Code: 774681
Participant Name: Olga Isayevich

Olga Isayevich of Lviv is the Head of The Sabre-Svitlo Foundation which distributes scientific books and teaching manuals in Ukraine. As a direct result of her training, she wrote a successful proposal for purchasing a computer (used for database collection and literature searches) and a copier. Since returning from her US training, she has been able to acquire thousands of English language textbooks and distribute them to libraries and universities throughout Ukraine.

Strategic Objective: 2.4
Country: Ukraine
Program Title: NGO-Kharkov/Petrovsk
Date of Training: 11/5/94 - 11/19/94
Provider: World Learning, Washington
PTP Code: 12195014
PDF or PIO/P Code: 786376
Participant Name: Petro Pidpruzhnikov

Petro Pidpruzhnikov is the Head of the Parents of Disabled Children Association for the Kharkivsk Oblast. He returned from his U.S. training with a commitment to create a reliable system of social protection for families with disabled children. During several months which passed after his intensive training in the U.S., Pidpruzhnikov managed to create a public coordinating Board of Guardians, that now deals with a wide spectrum of maternity and children problems in Kharkiv.

Within the framework of the Kharkiv Association of Charitable Organizations a section of social protection of children was founded. The new structure has combined efforts of 12 NGOs of Kharkivska oblast that now are working to create a system of psychological and physical rehabilitation for disabled children and to provide relevant social protection for their families.

Pidpruzhnikov took an active part in formulating a program of urgent measures to be taken in terms of social protection for disabled children. This program was included into a "Comprehensive Program of Social Protection of People for 1995-97," recently adopted by the Kharkiv Council of People's Deputies.

Pidpruzhnikov's Association has initiated the organization of a constituent conference to found a Nationwide Association of NGOs dealing with families with disabled children. The conference is planned to be held in August-September 1995.

In December 1994, immediately after coming back from the U.S., Pidpruzhnikov, as the Head of the Parents of Disabled Children Association for the Kharkivska Oblast, organized a New Year party for over two thousand children and their families; in January 1995, a Christmas party organized by his association gathered over 500 people.

For the last few months Petro Pidpruzhnikov has participated in several conferences in Lviv and Kyiv. The participants discussed the existing problems in social protection of disabled people in Ukraine; the contribution made by Pidpruzhnikov was his analysis of how these problems are being solved in the United States.

"All that was done by me for the last several months," said Mr. Pidpruzhnikov, "is based on what I've seen and learned during my training in the U.S. The experience and knowledge received there is extremely helpful in my work."

Strategic Objective: 2.4
Country: Ukraine
Program Title: Ukrainian Political Activists
Date of Training: 8/7/95 - 8/23/95
Provider: International Republican Inst, Washington, DC
PTP Code: 12195015
PDF or PIO/P Code: 776974
Participant Name: Alexandre Boukhalov

Alexandre Boukhalov is a project coordinator at the Ukrainian branch of the International Republican Institute (IRI). He is involved in the organization of a variety of seminars for party leaders in Ukraine. As the President of Ukrainian Marketing Group, Boukhalov is responsible for conducting polls, surveys and sociological research. Since U.S. training, a new trend has emerged in the Ukrainian Branch of the IRI. Before, its activities had been concentrated mainly in Kiev. Presently it works in different regions of Ukraine. Since autumn 1994, the IRI in Ukraine has organized a series of seminars for local party leaders and political activists in Kharkiv, Donetsk, Odessa, Cherkasy, Ivano-Frankivsk and Ternopol. For the last 3 months it has issued a bulletin which explains the current work of the Institute and announces forthcoming seminars and conferences. Additionally, numerous books and booklets are being translated for Ukrainian readers. These will then be distributed to interested organizations and individuals. These editions cover various topics concerning political activities, campaign management, legislative and juridical systems in the U.S., fundamentals of communication, and the like. "For me, it's very important that now I really KNOW how this kind of work should be organized," said Alexandre Boukhalov. "Before, I just relied on the experience of my American colleagues, while doing this or that thing. Now I personally feel what is the best way to fulfill my task. Immediately after coming back to Ukraine, I started to think - what should I do in order to improve my work, what should I add to what I've been doing before?" Immediately after training in the U.S., Boukhalov, as the President of Ukrainian Marketing Group, started to work on Ukraine's portion of the International project "Democracy and Local Governments," a project created to study the way democracy is developing in different countries of the world.

Strategic Objective: 3
Country: Ukraine
Program Title: Biodiversity Management
Date of Training: 4/24/95 - 5/19/95
Provider: METEP
PTP Code: 12195040
PDF or PIO/P Code: 786716
Participant Name: Orest Zadorozhny

Mr. Zadorozhny, Head Supervisor of the Synevyr Natural National Park has established an ecology education partnership with Acadia National Park in Maine. He also implemented a trout breeding technology that he observed in California.

Strategic Objective: 3
Country: Ukraine
Program Title: Disaster Relief Managemet III
Date of Training: 10/24/94 - 11/18/94
Provider: Simeon Institute
PTP Code: 12195001
PDF or PIO/P Code: 786334
Participant Name: Valeriy Kalchenko

Mr. Kalchenko was named the first Minister of the newly established Emergency Relief Ministry of Ukraine, appointed by a Presidential Decree in August 1996.

Strategic Objective: 3.1
Country: Ukraine
Program Title: CIPAC Conference
Date of Training: 6/27/94 - 7/1/94
Provider: Agriculture Dept Field Office, Maryland
PTP Code: 11894030
PDF or PIO/P Code: 775271
Participant Name: Vitali Tchmil

Through the NET Project, Dr. Vitali Tchmil, head of the Laboratory of Analysis for Pesticides at the Institute of Health in Kiev, participated in the 38th Collaborative International Pesticides Analytical Council (CIPAC) Conference in June 1994. This was the first time that Ukraine had ever been represented at this international forum. The conference involved meetings of the Food and Agricultural Organization (FAO) on the specification, analysis and control of pesticides. While participating in the Conference, Dr. Tchmil gave 2 talks, one of which was a national report. He introduced his colleagues from all over the world not only to the activities of his institute, but also to the situation existing in Ukraine as regards to the state of analytical chemistry and the control of pesticide use. Dr. Tchmil estimates that his participation in the 38th CIPAC Conference marks the beginning of a new stage, not only in the work of his laboratory, but for Kiev's Institute of Health as well.

Dr. Tchmil returned to Ukraine with standardized methods of analysis for pesticide products and physico-chemical test methods for formulations. For the first time ever, the Institute gained direct access to a complete description of these standards, and as a result, has started to introduce them in its practical work. Since the institute has gained access to CIPAC methods, its scientists have started to revise methods that Ukraine uses in pesticide formulation analysis. "After the CIPAC methods became available in Ukraine, said Dr. Tchmil, my colleagues got an absolutely new vision of, firstly, what they should be aiming for and how to improve the quality of the research and analytical work in order to meet world standards."

Dr. Tchmil subsequently organized a three-day seminar for approximately 40 of his colleagues from the Health Ministry, Agriculture and Environmental Protection/Nuclear Safety Ministry, and chemists working in this field. At this seminar, he acquainted all the participants with what took place at the CIPAC conference and disseminated translated copies of relevant documents. Through CIPAC "Information Sheets," the Institute has received a number of invitations to participate in interlaboratory trials on formulation analyses. Two of these requests were accepted by the Institute. The first was a collaborative project with DUPONT Agricultural Products (USA), completed in August 1995. Presently, the Institute is involved in a second collaborative project with a firm in France. This year, with complete funding from his own institute, Dr. Tchmil once again took part in the CIPAC Conference and made two presentations.

The results of Dr. Tchmil's efforts are many. In the spring of 1995 The Law on the Use and Control of Pesticide Formulations was adopted in Ukraine. As the Institute of Health is one of the most significant institutions in the country dealing with analytical chemistry, there is no doubt that new developments at the Institute were taken into consideration by legislators while formulating the new law.

Strategic Objective: 3.2
Country: Ukraine
Program Title: Family Planning Policy
Date of Training: 11/29/95 - 12/21/95
Provider: International Health Programs
PTP Code: 12195061
PDF or PIO/P Code: 793754
Participant Name: Boris Veutskovsky

During his U.S. training, Dr. Veutskovsky, Chief of the Ob.Gyn Department at the Ukraine Ministry of Health, developed an action plan which included a cost-benefit analysis for family planning services. Since his return, the Ministry has used this approach to determine how to allocate funding for maternal and child health services programs and has used their findings as a basis for legislation in this area. Dr. Veutskovsky indicated that he plans to share the cost-benefit analysis technique with oblast administration leaders.

Strategic Objective: 3.2
Country: Ukraine
Program Title: Family Planning Services
Date of Training: 8/6/95 - 8/26/95
Provider: AVSC International
PTP Code: 12195021
PDF or PIO/P Code: 786929
Participant Name: Tamara Irkina

Ms. Irkina, Deputy Head of the ObGyn Department at the Ukraine Ministry of Health, reported that she used knowledge acquired during her U.S. training to aid in the development of the Ministry's new Standards and Guidelines for the National Family Planning Program.

Strategic Objective: 3.2
Country: Ukraine
Program Title: Lactation Management
Date of Training: 9/18/94 - 10/8/94
Provider: Wellstart San Diego Lact Program, San Diego
PTP Code: 12195019
PDF or PIO/P Code: 786228
Participant Name: Ivan Popil

Ivan Popil, Head Doctor at the Lviv Perinatal Center and Chief OBGYN for the Lviv Oblast, attended a NET training program in Lactation Management, conducted by Wellstart International (San Diego). Within two weeks after his return from the U.S., Dr. Popil introduced concepts from his training by creating a new ward in his clinic - a 14 bed unit designed especially for new mothers and their newborns. Typically, Ukrainian clinics lodge infants and mothers separately.

Using teaching materials he brought back from US training (slides, text books, video tapes, etc.), Dr. Popil has conducted seminars for the staff of his clinic and has shared his experiences with physicians, nurses and nutritionists from other medical centers in Lviv and the Lviv Oblast. "The main lesson I learned," says Dr. Popil, "is that we can accomplish whatever we want, but we must work hard to do it." Since his return, Dr. Popil has reorganized the financing of his clinic and has been successful in increasing its funding.

Strategic Objective: 4.1
Country: Ukraine
Program Title: Family Planning Services
Date of Training: 8/6/95 - 8/26/95
Provider: AVSC International
PTP Code: 12195021
PDF or PIO/P Code: 778541
Participant Name: Tatiana Makarchuk
Date of Interview: March 30, 1996

"An entire settlement died out in Donbas" article by Ludmila Gordeeva (with photo) was published in *Kievskie Vedomosti* - Makarchuk was interviewed for article.

A Short article describes the first regional conference "Family Planning - The Basis of Safe Motherhood and the National Health." Makarchuk gave information on health problems particular to the Donbas region. According to the article, 89,000 people died last year in the Donbas region, while only 39,000 were born. Thus, an entire settlement of 50,000 were lost, giving the article its name.

Makarchuk serves as the Chief Regional Obstetrician/Gynecologist. She explained that many women experience unwanted pregnancies that lead to abortions and eventually, to difficult births and/or infertility. Despite the negative population growth, taking care of the health of future mothers through family planning would lead to a healthier nation.

Only 29 percent of births in 1995 could be described as normal. There are 60,000 couples without children and a 15 percent out-of-wedlock birth rate.

Uzbekistan

Strategic Objective: 1.3
Country: Uzbekistan
Program Title: Market Based Agriculture II
Date of Training: 8/12/94 - 9/12/94
Provider: CIRTA, Parkersburg
PTP Code: 11594004
PDF or PIO/P Code: 776564
Participant Name: Ibodulla Kalybekov

Ibodulla Kalybekov, a participant from Uzbekistan in "Development of Market-Based Agriculture," won approval, financial and organizational support from Uzbek Deputy Prime Minister Jurabekov to turn the Uzptitseprom Republican Industrial Complex into a joint venture. Kalimbekov also organized seminars for a total of 300 employees of the Complex.

Strategic Objective: 1.3
Country: Uzbekistan
Program Title: Market Based Agriculture II
Date of Training: 8/12/94 - 9/12/94
Provider: CIRTA, Parkersburg
PTP Code: 11594004
PDF or PIO/P Code: 776571
Participant Name: Dzhumash Talipov

Dzhumash Talipov, an alumnus of "Development of Market-Based Agriculture," and head of the Agro-Industrial Division of the State Property Committee, organized a seminar for employees of the regional State Property Committee and privatization departments of other organizations. Mr. Talipov also gave a speech at the National Conference of Young Businessmen, and has been negotiating with Price Waterhouse to create a joint venture for a second seed factory in his region.

Strategic Objective: 3.2
Country: Uzbekistan
Program Title: Management of Pension and Welfare Systems
Date of Training: 11/2/94 - 12/1/94
Provider: Cornell University
PTP Code: 11595014
PDF or PIO/P Code: 786998
Participant Name: Jamolitdin Najimitdinov

Mr. Najimitdinov, along with two of his US training colleagues, published a monograph on the US welfare system. The book incorporated charts, graphs and other materials from their NET training experience. He also helped organize a follow-on program on the Management of Pension Systems in Central Asia.

Strategic Objective: 3.2
Country: Uzbekistan
Program Title: Maternal and Child Health
Date of Training: 8/17/94 - 9/15/94
Provider: University of Connecticut, Farmington
PTP Code: 11594013
PDF or PIO/P Code: 776643
Participant Name: Nodira Shariova

Nodira Shariova gave two interviews to regional newspapers and sent 2 letters of suggestion to the Ministry of Health Care presenting projects to decrease infant mortality, teenage pregnancy, and respiratory diseases in financial management of the health care system. She has also proposed universal immunization against Hepatitis B to the Ministry of Health.

Strategic Objective: 3.2
Country: Uzbekistan
Program Title: Management of Pension and Welfare Systems
Date of Training: 11/2/94 - 12/1/94
Provider: Cornell University
PTP Code: 11595014
PDF or PIO/P Code: 777341
Participant Name: Rainizoullo Zabikhadjaev

Mr. Zabikhadjaev, along with two of his US training colleagues, published a monograph on the US welfare system. The book incorporated charts, graphs and other materials from their NET training experience. He also helped organize a follow-on program on the Management of Pension Systems in Central Asia.

Strategic Objective: 3.2
Country: Uzbekistan
Program Title: Maternal and Child Health
Date of Training: 8/17/94 - 9/15/94
Provider: University of Connecticut, Farmington
PTP Code: 11594013
PDF or PIO/P Code: 776644
Participant Name: Kamil Tulyaev

Kamil Tulyaev gave a presentation to the Regional Medical board, which consists of 400 high and middle ranking medical officials specializing in pediatrics and obstetrics. He also submitted a proposal to the board which outlines improved methods and hygienic standards of delivery to decrease infant and maternal mortality during childbirth. He has called for a regional differentiation of maternal and child health care policies. Mr. Tulyaev is currently developing a program to improve maternal and child health care for the Surhandarya region, and is also developing an educational program on hygiene and primary health care for grammar schools and a health care program for adolescents.