

## **Sample Training Plan**

Mission training plans, representing all planned NET courses during the year for all countries within the mission/region were prepared annually under NET. Beginning in Year 2, these plans contained full training requests for all planned programs and as a result were typically 4-5 inches thick. The following, however, is a condensed version of a training plan which contains examples of all key components. These materials, from the FY97 USAID NET Training Plan for WNIS, are as follows:

1. Narrative (including Background; non-USAID Training Activities; recommendations for future training plan development)
2. Training Request Template
3. Matrices of planned programs including program names, duration, budgets, venue and priority by strategic objective and by country
4. Actual program Training Requests

USAID/WNIS  
DRAFT: FY 1997 Annual Training Plan

**I. Introduction/Background**

USAID policy states that all training (in-country, third country, U.S.-based) must be linked to Mission Strategic Objectives and all training, regardless of location, which is funded in whole or part by USAID is subject to ADS 253 (USAID Training Policy Document). And, that all training is to be designed and implemented to: a) support specific, identifiable strategic objectives of the mission or central bureau, as developed by Strategic Objective (S.O.) teams, and b) provide human capacity gains for sustainability of Agency and host country development efforts (ADS 253.5.1). The strategic relationship of the training to the development objectives is to be described in all appropriate strategic planning documents.<sup>2</sup>

All training activities listed herein support and are tied to USAID/WNIS' "Results, Review and Resource Request" document (R4) specific to each country.<sup>3</sup> Activity managers, S.O. team leaders and Office Directors within the Mission prioritized and ranked training requests that best support achievement of Intermediate Results. For Moldova, the USAID country representative was also consulted. The major portion of this plan reflects training for Ukraine which has the more substantial funding for FY 1997.

Spread sheets reflect the FY 1997 Training Plan and are presented in Part II. Each course proposed and planned is identified by S.O., I.R., course title, estimated number of participants, period and duration of training is to take place, etc. (See introductory page to Part II.)

Part III provides details for courses requesting FY 97 NET funding. For Ukraine (which is receiving the largest amount), Priority "A" courses are subdivided by S.O.; Priority "B" courses are assembled together in their own subdivision labelled "Priority 'B'-Ukr". All courses for Moldova are in the section labelled "Moldova". Every attempt was made to list NET-funded training requests in priority order by S.O. Course requests designated "A" (A-1, A-2, A-3) are of highest priority for funding and implementation while courses designated "B" are important but are considered of lower importance and will be implemented as the budget allows.

Course goals, training objectives, causal linkages, participant profiles and selection criteria, and other pertinent information are provided in narrative fashion in Part III. Each course request has been (or will soon be) reviewed and cleared by cognizant USAID/WNIS officers, including S.O. team leaders, activity managers, and human capacity development manager. Courses for Moldovans, the USAID/Chisinau USAID Representative has reviewed the requests contained herein.

The details provided in the individual course requests form the basic information to develop the following documents and procedures: Participant Training Agreement (see below), RFP development, Participant Selection Criteria/Panel Membership, among others.

Information on contract-funded training activities, or nonNET courses, are provided in Part IV. The information in this section is not all-inclusive nor firm; not all contractors/grantees were contacted and of those contacted, not all returned the information requested. Further, information is on anticipated and expected activities, subject to changes depending on funding amounts, political/social/economic etc. changes in WNIS, ongoing contract negotiations, work plan approvals, etc.

\* Developed by the Academy for Educational Development

---

<sup>2</sup>ADS 253 Training for Development Impact

<sup>3</sup>June 3, 1996 version

## *FY 97 Draft Training Plan*

With less NET funding for FY 97 than expected, activity managers, S.O. team leaders, and other Mission staff may decide to fund higher priority "B" courses through their projects. These would be considered nonNET but would be processed by the Mission's designated Participant Training Contractor. It should be remembered that project funded courses will often entail two administrative cost elements: the first for the TA contractor and the second for the participant training contractor.

It is important to note that according to the revised ADS 253 and ADS 253 Supplemental, "except where local circumstances dictate otherwise, field mission and bureau training managers must ... select a single programming agent (contractor or staff member) to coordinate the logistics of placement, monitoring and support functions for all trainees sponsored." NonNET training planned for in the U.S. may access the Mission selected participant training contractor through a "fee for services" arrangement.

Of equal importance are statistics that indicate, for 1996, there were as many nonNET U.S.-based training activities as evidenced by the number of "fee for services" processing completed by AED. At the time of this draft, figures for FY/CY 1997 are not clear: most information provided by USAID-funded TA contractors/grantees is limited to in-country training. However, many TA contractor(s) have not had their work plans (and in some cases their contracts) approved; and not all TA contractors responded to the request for information on contract-funded training activities.

**A. Background/Contract.** The original NET contract expired at the end of FY 1996. A "no-cost" extension was awarded to the Academy for Educational Development (AED) through February 1996.

USAID/WNIS is currently in the process of selecting the next training contractor from the new U.S.-based training contract, Global Training for Development (GTD)<sup>4</sup>, awardees. Complying with ADS 253 guidelines, one training contractor will be selected to process all training participants for USAID/WNIS. That determination is expected before the end of 1996.

**B. Human Capacity Development Manager.** USAID/WNIS' *Human Capacity Development Manager (HCDM)* is Linda Bernstein, GDO. As outlined in ADS 253 and ADS 253 Supplemental, the HCDM is responsible for overseeing all training related activities. Further, this includes that each Strategic Objective (S.O.) team ensures that human capacity development needs are planned for, and identify and assist the HCDM develop specific performance and impact indicators for training relating to results measurements.

**C. Background/Programs.** From the beginning of the NET/AED contracting period through September 24, 1996, approximately 1,547 participants have attended U.S.-based training. The "follow-on" program conducted in-country (FY 95 to FY 96, to date) provided additional training for 447 NET participants.

For FY 96, there have been approximately 491 NET participants as of September 24, 1996; this does not include participant groups processed but for which training is still to be provided later in CY 1996. As of September, 1996: Belarus totalled 25 participants; Moldova 51; and Ukraine 415. By country and sector:<sup>5</sup>

Average cost per participant, for FY 95 this was approximately \$8,692 (plus \$1,000 for follow-on component); for FY 96 this was approximately \$6,480 (plus \$1,000 follow-on). No administrative costs are included. There are slight cost differences pre- and post-cost containment directive and when average per participant cost is calculated on the calendar year.

---

<sup>4</sup>This award, an Indefinite Quantity Contract (#936-5855), was made by the Global Bureau's Human Capacity Development Center (G/HCD).

<sup>5</sup>Sector breakdowns as defined by FY 96 training contractor; they may not necessarily reflect Mission breakdowns

*FY 97 Draft Training Plan*

**D. Budget for FY 97.** The current AED contract has received a "no-cost" extension through February 1997. Funds for this "bridge" period; which will be "added" to the FY 97 NET budget are allocated as follows: Ukraine = \$800,000; Moldova = \$450,000; Belarus = \$54,000.

Original fund requests for FY 97, as contained in the Mission's R4 document, were: Ukraine = \$6 million; Moldova = \$500,000; Belarus = \$54,000.<sup>6</sup> At the time of the drafting of this Training Plan, the estimated budget requests were anticipated to be: Ukraine = approximately \$2.5 million (including \$800,000 in FY 96 "bridge" funds); Moldova = approximately \$550,000 (including \$450,000 in FY 96 "bridge" funds); and Belarus = only \$54,000 in FY 96 bridge funds.

Following the cost containment guideline, the "average" training cost per participant (average defined as a three-week course) is calculated at: \$4,350 (direct training cost) + \$2,000 airfare + \$150 HAC = 6,500 + \$1,645 = \$8,145. (Refer to Cost Containment section below.)

To the above, an estimated \$800 per participant is added IF an in-country supportive training activity under Project 0012/NET is requested. It is important to remember that these are ESTIMATES only and a variety of factors may decrease or increase actual expenditure (e.g., off-the-shelf course, U.S. domestic travel, low/high cost lodging; length of training; etc.).

The administrative cost of the to-be-named Participant Training Contractor for FY 97 (through Global Training for Development IQC) is estimated at 25.3%. This amount is "set aside" at the beginning of the work order based on the expected funding level. Training funds less administrative cost "set aside" is the sum used to determine the number of courses which could be funded for FY 97.

As mentioned above, the revised funding levels - less administrative cost - will support one to two courses for each S.O. Team for Ukraine. Only three to five courses for all Moldova (including funding for Moldovans participating in courses with a majority Ukrainian group). For Belarus, the "bridge" monies will fund about six Belarussians who would participate with larger groups from Ukraine or Moldova.

The Mission will continue to explore other means of funding U.S.-based training requests, including funding courses from "earmarks" when appropriate and non USAID resources. explored.

**Other Budget Considerations.**

Pesticides Project. In 1995, a request to support U.S. training for the Pest and Pesticide Management project was made to USAID/Kiev by ENI/EEUD. A transfer of \$380,000 from Project 110-0003.1.3 to Project 110-0012.1.1 (NET) was made in that fiscal year. There was a balance of \$92,252 (AED administration fee previously accounted for) which was used to program another NET course before the end of 1996. A course to support the Pesticide Management project will be scheduled (and funded) in 1997.

Cost Containment. Memoranda between S/NIS/C (Amb. R. Morningstar) and USAID/DAA/ENI (D. Pressley) confirmed the implementation of NET project cost reduction measures.<sup>7</sup> These measures include a ceiling of \$1,450 per participant per week of training (this amount to cover all training related costs, program related local or regional travel, interpretation, and participant room and board), among other measures. The "follow-on" component for WNIS is reduced to \$800 per participant. USAID/WNIS' training plan reflects this direction set by aforementioned memoranda.

---

<sup>6</sup>At the time of drafting, budgets for USAID/Kiev were in the process of "re-negotiation" and there is no confirmation of the actual amount for FY 97/NET.

<sup>7</sup>See May 10, 1996 Memorandum to NIS Mission Training Officers from Carolyn Coleman, ENI/TR/TE; Appendix E.

*FY 97 Draft Training Plan*

WNIS "Innovations." The Mission's activity managers have been creative in seeking out ways to supplement limited Project 0012/NET training funds. A few examples are provided below; details for all are included in respective S.O. sections of this Training Plan:

1. A course request to support S.O. 1.4, if approved, will be funded by both NET and nonNET funding. (Refer to course details in Narrative Section, S.O. 1.4.) Both the U.S.-based training as well as the USAID-funded project will have the following positive impacts: organizational development (improve quality and quantity of indigenous bank trainers); relieve specific manpower constraints (professional bankers and professional bank trainers to support financial restructuring programs); leadership development (professional bank personnel); and institutional development (host country training institution). A group of 42 professional bankers and professors is being trained to provide training and training of trainers workshops to support the banking industry in Ukraine. NET funds are requested to support U.S.-based training for one-half of this initial group with the TA contract funding the remainder. All 42 have been in classes together at the National Center for Training Bank Personnel (support by TA contractor and in-country training institute) for the last seven months. U.S.-based training will illustrate, reinforce, and demonstrate classroom lessons and is expected to be delivered to all 42 enrollees at the same time.

2. In the NGO development area, several S.O. team leaders are supporting a course to promote media coverage of NGO activities and accomplishments. Further, the TA contractor will provide both pre- and post-trip support through a variety of in-country programs: pre-trip conference for identifying and selecting candidates as well as highlighting need for media coverage of NGO activities; post-trip support with in-country travel funds to allow returned participants to travel to all regions of Ukraine to cover NGO programs, an awards program for the "best" NGO news story, continuing in-country training and other support activities. Additionally, the TA contractor is seeking to have NET program replicated in Canada, the U.K., Germany, and/or France (utilizing those countries' donor funds) and later sponsoring a conference where by all "off shore" training participants can gather to compare experiences and findings, and share information acquired among themselves and colleagues.

3. NET funds are requested to support training to improve the skills and operational capabilities of staff in the new Ministry of Emergencies. The new Minister is a past NET participant. Due to his need to for nonmilitary emergency personnel and to upgrade the skills of existing personnel (as well as to support a program to "demilitarize" the emergency response sector), the Minister is said to have a close involvement in the USAID-provided assistance. Therefore, the TA contractor will approach USIS to determine if an "International Visitors" program can be arranged to "piggy-back" the NET training and provide to the new Minister an overview of the courses arranged for his ministry's key staff people and to review the "training of trainers" component to insure that institutionalization for "new" emergency response procedures.

**E. Strategic Objectives/R4 Framework.** All training activities funded by USAID must be in support of and justified by the Strategic Objectives (S.O.) identified by USAID/WNIS in its R4 document. Performance Indicators and targets may change as situations in WNIS (and the U.S.) change. These changes may require modifications to or substitutions of individual courses listed herein. A breakdown by S.O. is provided in Part II. Spread Sheets.

**F. Training Schedule.** It is anticipated that there will be no break in U.S.-based training offered through the NET program; however, this will depend on when the FY 97 Global Buy-in Delivery Order is executed (and FY 97 funding received). It is expected that all nonNET, project/grant funded training activities will continue as funded; processing for any U.S.-based courses will be through the newly selected training GTD contractor.

**G. Training Components/Conditions Required for all U.S. Training Providers.** Past experience (i.e., lessons learned) and participant evaluations of U.S.-based training strongly indicate that there are certain *prerequisites/requirements* for ALL U.S.-based training course providers to maximize the probability of a successful learning experience. Among these are:

1. General knowledge of the New Independent States; especially recent history and events;

## *FY 97 Draft Training Plan*

2. Specific information of participants' region (city, oblast) within sector/industry being covered (e.g., environment, energy, or finance issues in Lviv);
3. Flexibility to revise and re-tailor course agenda (e.g., to upgrade level of instruction, include other types of site visits or activities, change pedagogy) after initial (and continuing) needs assessment conducted with participants;
4. Interpreters/translators with background in sector/industry area, especially for more technical courses (e.g., electric power plant regulations, environmental education, banking) especially of sector/industry terminology;
5. At least one staff member with direct experience in country;
6. Communication with cognizant USAID-funded technical assistance contractor(s)/grantee(s) and USAID activity manager in the development/design of course;
7. Commitment to engage in follow-on and networking activities with participants;
8. "Experience America" activities which reflect participants' interests.

Rather than list all of the above items on each separate course activity included herein, all FY 97 U.S.-based training should meet these as *minimum* requirements.

### **H. Other Training Considerations.**

**Media Coverage.** The Office of Privatization has determined that it would nominate one or more members of the media (primarily journalists) to participate in appropriate courses listed under S.O. 1.1 and 1.3 would support achievement of both S.O.s and specifically, I.R. 1.3.1 (Free availability and flow of business-related information). This is in addition to courses specifically designed to support the development of a free and independent media. Other USAID/WNIS courses may also include journalists and there are courses designed to improve reporting on specific topics (e.g., NGOs).

**In-country Support and Follow-on Training Activities.** In a continuing effort to ensure that training activities are not disparate and separate stand-alone activities but instead build on and support one to the other (i.e., "seamless training"), this Plan includes recommendations for in-country training activities which support, complement, enhance and/or strengthen participants' abilities to take optimal advantage of a U.S.-based training activity. These in-country activities may take place prior to or follow the U.S.-based course. The majority of courses contained in this Plan have requested some form of in-country training to prepare for or reinforce the U.S. training experience.

In-country, pre-trip activities may include: 1) conferences and workshops at which potential candidates may be identified and screened (e.g., how active they participate, how well they do on workshop assignments, etc.); 2) seminars and workshops to provide the "first step" in the learning process through, for example, technical orientation to lay foundation for U.S. experience (e.g., workshop in subject area to familiarize participants with subject matter terminology, methods, systems used in the U.S.); discussions on expectations/objectives of training--by participant and USAID (see section on Participant Agreement Form); 3) in-depth predeparture orientation to include the substantive (as well as logistical) on return, familiarization of American technical terminology, etc.

In-country activities to support the U.S. experience after participants have returned include: 1) workshops to reinforce lessons learned (e.g., using newly acquired computer skills and software); 2) workshops to finalize draft documents (e.g., action plans, strategies) begun during U.S. visit; 3) seminars to provide support

## *FY 97 Draft Training Plan*

for (unplanned) activities which respond to needs identified by participants as a result of their U.S. training experience (in order to fully capitalize on that training) such as design and presentation of workshops by returned participants, etc.

In-country activities also provide the "next step" in the learning process with such activities as practical applications of U.S. experience (e.g., development of Ukrainian manuals of instruction, creation of Ukrainian/Moldovan/Belarusian campaign advertisements, design/presentation of workshops in Ukraine/Moldova/Belarus by returned participants, etc.) and through seminars (to present findings and recommendations to colleagues, staffs and others). These in-country activities also serve to disseminate information and skills acquired by NET participants, thereby increasing impact of U.S.-based training.

Mission sponsorship of these kinds of follow-up activities provide incentives for participants to remain actively involved with USAID project activities and at the same time, are the *human resources* necessary to achieve S.O./I.R. targets. Recently acquired U.S. skills, information, techniques, knowledge, and attitudes are reinforced/enhanced/supplemented through workshops and seminars and other training activities held in the host country (e.g., Ukraine, Moldova).

The more *traditional* follow-on activities such as networking opportunities through alumni gatherings, translation assistance, subscription to information resources (i.e., technical magazines) will also continue to provide support for returned participants.

The practice of inviting activity managers, technical assistance contractors/grantees, Mission HCDM (and HCD-S.O. team liaisons), and previous participants when appropriate to participate in all predeparture orientation and follow-on activities provided to all U.S.-based training participants must also continue.

**Candidate Recruitment and Participant Selection.** The HCDM will begin to implement written criteria for candidate identification/selection and the initiation of Participant Selection Panels. This will be done in coordination with the participant training contractor, USAID activity managers and other USAID officials, USAID-funded TA contractors/grantees, representative(s) from Ukrainian organizations (public and private) and other relevant officials. This should be done prior to a "Request for Proposal" is sent out to potential U.S. training providers.

As ADS 253 states, "*The selection of participants is critical to achieving a successful outcome. Good selection will result in a program which highly motivated participants who will perform well and complete the training on time, benefit from the training, return to their home country, and have a high probability of applying the training in furtherance of program objectives. A training program with highly motivated, capable participants can overcome weakness elsewhere in the program, but an excellent program in all other respects cannot compensate for a poorly selected group of participants. An adequate investment of time and effort in selection goes a long way to assuring both cost-containment and program impact.*" (highlights added) The ADS provides general guidelines for establishing selection criteria.

Selection criteria for specific courses will be based on goals and objectives established for the proposed course. Additional considerations are: gender (see below); potential of individuals to complete training successfully in a different environment; understanding of program and its strategic objective; capability, ability, and personal commitment to contribute to the success of the program and strategic objective. The selection criteria can be utilized in written format (with items "weighted" for evaluation/selection purposes) or through in-country workshops/seminars (where attendees are potential candidates) or by Participant Selection Panels (composed of one or more of the coordinators mentioned above).

For USAID/WNIS, selected FY 97 courses will be identified to begin this recruitment and selection exercise. Upon review and improvement, the process will become institutionalized for all Mission training activities.

*FY 97 Draft Training Plan*

**Gender/HBCU Targets.** The Agency-wide target goal for female participants in the NET program increased from 40% to 50% last year. Although AED statistics indicate the percentage of women participants fell NIS-wide, for USAID/WNIS participants, that percentage is 33%.

By sector area, the gender breakdown was as follows for FY 96: Ag (43%); Democ (34%); DIHR (9%); Econ (32%); Envir (37%); Health (45%); Housing (28%); and PVO (46%).<sup>8</sup>

[NOTE: The overall Mission percentage is lower when courses outside of USAID's immediate portfolio are factored into the total participant numbers for WNIS--e.g., Crime & Corruption courses where participants were overwhelmingly male and selected by the U.S. Embassy/Kiev.]

Eleven percent of all Mission courses were conducted at HBCUs, exceeding the Agency's target of 10%.

S.O. teams will be reminded by the HCDM of both gender and HBCU targets (as well as other training issues such as cost containment. The HCDM will continue to review all final training course requests and candidate lists to ensure improved compliance with both gender and HBCU targets.<sup>9</sup> Some options suggested by Activity Managers are: courses targeting more female participants and recommending to male participants that they designate a female colleague who has demonstrated skills, education, expertise for "rising in the ranks" for which U.S.-based training will enhance "promotability."

In addition, two courses are requested specifically to support the Mission's NIS-US Women's Consortium grant: Credit Program for Women Entrepreneurs (Priority A) and Women in Politics (Priority B). Other S.O. teams have also planned one or more courses targeting female participants.

More details are provided in Appendix B.

**NET Participant Training Agreements.** ADS 253 guidelines state: "*Unless waived, missions must enter into a formal training agreement with appropriate stakeholders, including the participant, the mission, the participant's employer, the training contractor, and training providers. Such agreements shall include development impact objectives, a program for achieving those objectives, a time table, and a set of outcome measures. Agreements may be generic for all trainees attending a given training program, or be specific to the individual trainee.*" At the current time, only a general agreement, Conditions of Training (rules and regulations of USAID-funded training) is signed by participants.

Past experiences indicate that when expectations and training objectives of a training activity are fully understood and agreed to by all *stakeholders*, the potential for a successful training experience is increased. The Training Office recommends that a "NET Participant Training Agreement" be signed by all selected participants and that it be specific to each course activity.

This course of action will 1) strengthen training as an on-going activity, and 2) further ensure that participants as *stakeholders* or *critical core* are not "lost" upon return to Ukraine but continue to be actively involved and supportive of USAID program activities.

Such an agreement also facilitates planning and budgeting for Project 0012 in-country training which provides funding support for pre- and follow-up activities for U.S.-based courses. For example, technical seminars which serve as a foundation for a U.S.-based course and as a means for identifying the most suitable candidates; returned participants design and present workshops; or draft "Ukrainian" manuals upon their return to

---

<sup>8</sup>Percentages according to records kept by AED/Washington.

<sup>9</sup>Although courses may target female participation, male candidates will not be precluded if they meet other selection criteria established for each specific course.

## *FY 97 Draft Training Plan*

Ukraine, etc. in follow-up workshops); refer to Section B above. [A sample "Participant Training Agreement" corresponding to a Priority A course is included in Appendix A.]

Further, a participant training agreement would formalize understandings and expectations, and serve as a point of reference for more technical predeparture orientation sessions - preferably conducted by either cognizant TA contractor and/or USAID activity manager. (This would be in addition to a logistics predeparture orientation conducted by the Mission's participant training contractor--which covers logistics, administrative matters, visas, etc.) Selected participants (and their employers or other sponsor(s)), along with Activity Managers and relevant TA contractors/grantees, formalize the training activity by agreeing to written expectations and outcomes (e.g., full attendance and active participation in all course activities as well as meeting course objectives), ongoing commitments (e.g., performance at and full participation in follow-up and follow-on activities in-country), and responsibilities (e.g., design of a training workshop, seminar presentations, development of a manual). This training agreement could also serve as a base line for evaluation purposes as well as for monitoring and reporting.

An additional *plus* would be involvement by in-country representatives of USAID-funded TA contracts/grants for whom these *human resources* are critical to the achievement of their targets as identified by S.O. (and S.O teams). As co-signers to the agreement, these TA contractors/grantees would be requested to play a more proactive role in the identification of capable and appropriate candidates to ensure that selected participants are indeed justifiable, *measurable outputs* as defined by *performance indicators*. Returned participants then form a *pool of human resources* from which USAID officers and TA contractors can rely on ("commitment") to meet targets/indicators cited earlier.

Copies of signed agreements should be forwarded to U.S. training provider, responsible USAID activity manager and TA contractor/grantee, USAID Training Office, and--of course--the participant as soon as the U.S. training provider is identified.<sup>10</sup>

**Non-USAID Funded Training Activities.** There may be a plethora of training activities--in-country, Third country, donor country--funded by other donor organizations and agencies. A few are cited here for USAID Activity Managers to consider as support activities to attain I.R.s.

**USIA.** A number of U.S.-based training programs are available through the USIS professional exchange programs. It is important to note that all nominations for USIS training must be made by U.S. project officers; i.e., self-nominations by Ukrainians cannot be accepted. And most of the programs require English-language capability as a major focus of the program is professional consultations between Ukrainians and Americans. Details on three specific programs--International Visitors Program, Freedom Support Act Grants, Salzburg Seminar Program--are provided in Appendix C. Course listings for 1997 are also included in the Appendix as are copies of nomination forms. And, from time to time throughout the year, USIA offers other exchange programs to respond to needs raised by U.S. project officers. USIA (through the USIS offices, works closely with USAID on recruitment and selection); the contact in Ukraine is James W. Seward, Cultural Attache, American Embassy, c/o America House, 63 Melnykova Street, Kiev (phone: 213-25-32; 213-91-38; fax: 213-33-86).

Training funded through the Freedom Support Act include:

1. Muskie Program: sends Ukrainian graduates who are fluent in English to one-two years masters degree programs in the U.S. in five thematic areas, including economics and business administration. From

---

<sup>10</sup>The suggested NET Participant Training Agreement was reviewed by Russian staff of AED (Svetlana Loginova and Mikhail Ryzhkov) who recommended that the intent of the form be thoroughly explained to participants and other stakeholders so that any concerns regarding legal and other implications can be covered. This might best be accomplished at a workshop/seminar conducted prior to U.S.-based training.

*FY 97 Draft Training Plan*

1992-95, seventy-seven Ukrainians have been sent to the U.S. with an additional 45 in 1996. This program is administered by the International Research & Exchanges Board (IREX).

2. Fullbright Program: Economics and business are two areas of concentration. Since 1993, forty-seven senior scholars have been sent to the U.S. of which six-seven were in economics or business.

3. Junior Faculty Development Program: Recently offered in Ukraine, 20 young university-level instructors will study in the U.S. (some in the field of business and economics). These individuals are, by definition, "trainers of trainers" and are expected to return to their teaching positions in Ukraine at the completion of their coursework.

USIA funds the **Community Connections Program**: Working closely with USAID, approximately 649 entrepreneurs, local government officials, and legal professionals will participate in one-month study tours/internships to the U.S. Participants will be introduced to American business (50%), local governance (25%), and legal practices (25%) through meetings and practical training with their U.S. counterparts. Developing links between communities in the U.S. and communities in Ukraine (15 Ukraine cities, excluding Kiev, are targeted) are a featured component of this program. It is administered by IREX in Ukraine; USIA works through sister-city organizations for the U.S. programming. More details may be found in Appendix D.

[note: Appendix D also contains information on a USAID-supported program, "Institutional Partnerships" - administered by IREX - to "help educational institutions, professional associations, and trade organization in the Russian Federation and Ukraine build capacity to provide professional-level training, as well as improve their member services. The information highlights existing partnership programs in Ukraine and Russia to provide in-country and third-country training support. The USAID contact is John Braley, ENI/HR/TE; the IREX Kiev representative is John Lechicky.]

Another USIA funded program is the **Productivity Enhancement Program (PEP)**, administered by the Center for Citizens Initiatives (CCI). Based on the sister-city concept, the three-four week course provides on-site training at U.S. factories and enterprises. Participants do not require English-language skills.

USAID-Israel Cooperative Development Program (CDP).<sup>11</sup> In 1996, under the USAID-Israel CDP, technical assistance and training in an array of priority development topics was made available to missions worldwide. The training is given in Israel; a select number of courses are offered in Russian. USAID missions were encouraged to nominate local candidates.

With USAID providing annual core-type funding for the CDP program, a few scholarships, partial and full, may be requested by missions and host governments. Scholarships cover tuition, board and room, cultural/social activities, emergency health/medical services, accident insurance, and misc. expenditures. In general, however, round trip air fares should be provided by candidate's organization or sponsoring entity.

Courses average about 30 participants from 20-25 countries. Programs consist of lectures, group discussions, practical exercises and observation/site visits within Israel to communities or organizations actively involved in solving technical or social problems in ways which are of interest to developing countries.

Relatively little paperwork from USAID missions is required; in most cases this is limited to a letter of endorsement. The candidate must complete an application form (in English, French or Spanish), and submit it to the nearest Israeli Diplomatic or Consular Representative; it is then forwarded to Mashav in Jerusalem. Subject to approval of an application, all subsequent administrative actions are handled by Mashav directly or through Israeli Embassy/Consular Representative. Applications endorsed by USAID missions receive priority/preferential attention.

---

<sup>11</sup> Information as presented in State cable #012574 on subject, dated January 1996.

*FY 97 Draft Training Plan*

Courses offered in 1996 were in the following (general) sector areas: agriculture, labor/business, rural and urban development, medicine and public health, education, environment--many sector courses included several focusing on privatization, enterprise development including tourism. Several courses were offered in Russian, mainly in agriculture and agribusiness topics.

Addendum to FY 97 Training Plan

RECOMMENDATIONS FOR FY 98 TRAINING PLAN DEVELOPMENT

1. Appointment of an HCDM liaison on each S.O. team and/or for each Office Area  
  
--preferably an FSN staff member.  
  
--All liaisons to attend at least one (annually) participant training workshop planned and executed by Mission's training contractor (e.g., AED).
2. Prior to development of training plan, S.O. team meetings need to be scheduled to discuss training needs and funding requirements of S.O. team as a whole to reach Intermediate Results and Performance Indicators as opposed to individual and disparate project activities; training to include in-country, third-country, and U.S.-based.
3. Meetings with HCDM liaison group to review S.O. team training priorities and review options, including Project 0012, contract-funds, other donor resources (e.g., USIA).
4. Notification of Plan development sent to all TA contractors and grantees receiving USAID funding (for which training may be part of contract deliverables) and requesting their recommendation on training--in-country, third-country, U.S.-based.
5. Determine need for and schedule of training development specialist to assist Mission with drafting.

*FY 97 Draft Training Plan*

**APPROVAL MEMORANDUM**

TO: David Sprague, Deputy Mission Director

THROUGH: Anne Aarnes, Director, Program Staff

FROM: Linda Bernstein, Human Capacity Development Manager,  
Program Office

DATE: October 23, 1996

SUBJECT: FY 1997 DRAFT Annual Participant Training Plan

In the attached binder is the draft FY 1997 Annual Participant Training Plan (APTP).

The information contained herein includes all courses requested by USAID/WNIS' Activity Managers for NET funding to support achievement of Intermediate Results and thus Strategic Objectives. Information on "nonNET" courses--i.e., courses funded by TA contracts and grants--is also included.

This draft is based on an estimated \$2.5 million (which includes \$1.7m in FY 97 NET fund request plus \$800,000 FY 96 "bridge" funds) for Ukraine. For Moldova, \$550,000 (includes both anticipated \$100,000 FY 97 NET funding request plus \$450,000 FY 96 "visibility" funds). There is no FY 97 NET funding request for Belarus but there is \$54,000 in FY 96 "bridge" funds.

For Ukraine, there is approximately \$1,867,500 for direct training funds, an estimated \$632,500 for administrative costs (25.3%), for a total of \$2.5 million. For Moldova, direct training funds are approximately \$410,850, plus an estimated \$139,150 in administrative costs, for a total FY 97 funding of \$550,000. For Belarus, direct training funds = \$40,338 plus estimated administrative costs of \$13,662, for an FY 97 total of \$54,000 (all of which is FY 96 "bridge" monies).

All NET course requests submitted by Mission staff, which are justified by and support the Mission's "Results Review and Resource Request" (R4 document, dated June 1996) are prioritized. In almost all instances, activity managers, S.O. team leaders, and/or Office Directors have reviewed and approved their individual areas. Due to anticipated cutbacks in the FY 1997 request for NET funds, the number of Priority "A" courses have been severely cut back and do not include any course requests that could be funded under "earmarks." Earmarked funds, where appropriate, may be used to fund U.S.-based training courses previously requested under the FY 97 NET project. Mission staff are also exploring other sources of training support; e.g., USIS programs. This year's NET funds provide S.O. teams the barest human capacity development support.

All other NET course requests are contained in the section labelled Priority "B" (requested to support project activities. This does not necessarily mean they are "lower priority" but that funding is not available. Other funding mechanisms are being considered to fund courses labelled "B" -- e.g., "earmarks"). If additional funds are made available through the NET program, course requests are prepared and ready for processing.

The Mission expects the Global Buy-in delivery order to AED (which will include the \$800,000 FY 96 "bridge" mentioned above for Ukraine, etc.) for participant training will be awarded as soon as the NMS system is operable, hopefully around mid-November. It was originally planned, that AED/K continue in operation without any shutdown; however, if the delivery order is not signed shortly, there is a possibility that the AED offices here may shut down. This would entail more "start-up" costs which we had hoped to avoid.

[note: The Mission's proposed participant training contractor will not be able to begin processing any U.S.-based course requests until a delivery order (project 0012) or "fee for services" arrangement have been signed.]

*FY 97 Draft Training Plan*

If you concur with the attached draft APTP, the to-be-named contractor will be able to commence preparation of Request for Proposals for each Priority "A" course as soon as the delivery order is signed. There should then be no "break" in the transition from one contract to the other as we will utilize FY 96 "bridge" funds until FY 97 funds are available.

RECOMMENDATION: That you approve the draft FY 97 APTP.

APPROVED:

\_\_\_\_\_  
David Sprague, Deputy Mission Director, USAID/WNIS

DATE:

\_\_\_\_\_

USAID/WNIS FY 97 Training Plan

Priority \_\_\_\_\_

GENERAL INFORMATION

S.O. Team: \_\_\_\_\_

Cognizant USAID technical officer (title, office, phone ext.):

Relevant Technical Assistance contractor(s)/grantee(s); [please provide contact name, phone and fax numbers]:

TRAINING COURSE INFORMATION

A. Suggested Course Title: \_\_\_\_\_

B. Training Site:

\_\_\_\_\_ U.S.

\_\_\_\_\_ In country

\_\_\_\_\_ Third-country: \_\_\_\_\_ [\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.]

C. This is a:

\_\_\_\_\_ new course

\_\_\_\_\_ repeat course\* (first offered in \_\_\_\_\_)

\_\_\_\_\_ modification of course offered in/before FY95 \*

\_\_\_\_\_ modification of an FY 96 course \*

[\* please provide sector \_\_\_\_\_; PTDP # \_\_\_\_\_; previous course title: \_\_\_\_\_]

D. Preferred date(s) of course and duration of course: \_\_\_\_\_.

**(REMINDER: 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)**

E. Number of participants to attend course: # of M: \_\_\_\_\_ # of F: \_\_\_\_\_

**(REMINDER: Ideal course size for U.S. based courses -- due to costs of translators, etc. -- are 15-20 participants per course. There is also an USAID target of 50% female participation.)**

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

INTENDED RESULTS

A. This course supports S.O./I.R. : \_\_\_\_\_

B. Course Goal(s): [How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]

C. Causal Relationship: [How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]

BACKGROUND/SUPPORTING INFORMATION

[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]

PARTICIPANT PROFILE

[**REMINDER:** (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants.

(2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]

A. **Criteria for candidate recruitment**--[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]

B. Summary of "Ideal" Participant Qualifications-- *[Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates have or will have taken part in previous donor/USAID funded training activities. REMINDER: groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]*

C. English Language Testing: \_\_\_\_\_ required; testing must be arranged  
\_\_\_\_\_ waived; interpreter required

OTHER & SPECIAL CONSIDERATION(S)

A. In country training support-- *[Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)]*

B. In country "follow-on" activities (FY 96 model): *[Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]*

C. Special "considerations"--*[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]*

D. Suggested Training Providers--*[If "repeat" course, please indicate if you would like the same training provider.]*

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

**NET TRAINING - Priority "A"**

<b>S.O./I.R.</b>	<b>Priority/Course Title</b>	<b>AID Mgr</b>	<b>UK</b>	<b>MO</b>	<b>Date</b>	<b>Weeks</b>	<b>UK/NET \$</b>	<b>I/C \$</b>	<b>UK Total</b>	<b>MO/NET</b>	<b>I/C \$</b>	<b>MO Total</b>
<i>SO 1.1 (Inc. transfer of state-owned assets to private sector)</i>												
1.1.1.3)	A1-Business Side of Journalism	Marchenko	20		3rd/4th Qtr	2 - 3	130,000	16,000	146,000			
1.3.1)												
1.3.2)												
3.2/.3)												
	<i>subtotals:</i>		<b>20</b>				<b>130,000</b>	<b>16,000</b>	<b>146,000</b>			
<i>SO1.2(Increased soundness: fiscal policies &amp; mgt prac.)</i>												
1.2.2.2	A-1. Tax Admin	Bachrach	26		2nd Qtr	2	131,300		131,300			
1.2.1/1.1)	A-2. CPI	Bachrach	20		3rd Qtr	3	130,000	16,000	146,000			
1.2.1.1.3)												
	<i>subtotals:</i>		<b>46</b>				<b>261,300</b>	<b>16,000</b>	<b>277,300</b>			
<i>SO 1.3 (Accel development &amp; growth of private enterprises)</i>												
1.3.3.1	International Accounting Standards	Holoyda	15	5	2nd Qtr	3 - 4	149,250	12,000	161,250	49,750	4,000	53,750
1.3.2)	Sales Mgt in SMEs - Offering #1	Shvets	20		2nd Qtr	3	130,000	16,000	146,000			
1.3.2.1}												
1.3.1	Economic & Bus Reporting Skills - #1	Marchenko	20		3rd/4th Qtr	2 - 3	130,000	16,000	146,000			
1.3.4/.1)	Enter Restruct.-Lg/Instit. Sharehldrs	Braxton	15		Spr	2 - 3	97,500	12,000	109,500			
1.3.3.5)												
1.3.2)												
1.3.4.4)	Priv Prop Mgt & Maintenance	Lipman	16		1st Qtr	2 - 3	104,000	12,800	116,800			
1.3.2)												
1.3.3)	Transportation Infras to Support Trade	Neeley	20		3rd Qtr	2 - 3	130,000	16,000	146,000			
1.3.3.4)												
	<i>subtotals:</i>		<b>218</b>	<b>5</b>			<b>1,393,350</b>	<b>132,800</b>	<b>1,526,150</b>	<b>49,750</b>	<b>4,000</b>	<b>53,750</b>

**NET TRAINING - Priority "A"**

S.O./I.R.	Priority/Course Title	AID Mgr	UK	MO	Date	Weeks	UK/NET \$	I/C \$	UK Total	MO/NET	I/C \$	MO Total
<i>SO1.4 (competitive &amp; mkt-responsive priv finan sector)</i>												
1.4.2)	Central Securities Depos, Clrnce, ....	Stetsenko	16		Mar	2	80,800		80,800			0
1.4.2.1/2)												
1.4.2.3)												
1.3.3.3)												
1.4.1.2/3)	MBA in Banking: TOT	Landy	20		3rd Qtr	3	130,000		130,000			
1.4.1.4.1)												
	<i>subtotals:</i>		<b>36</b>				<b>210,800</b>	<b>0</b>	<b>210,800</b>	<b>0</b>		<b>0</b>
<i>SO 1.5 (More Econ sound &amp; environ sustainably energy sys)</i>												
1.5	Strengthening NERC	Parinov	20		Jun	2	101,100		101,100			
1.5	Operation of U.S. Coal Company	Aksenova	6		3rd/4th Qtr	2	30,300		30,300			
	<i>subtotals:</i>		<b>26</b>				<b>131,400</b>	<b>0</b>	<b>131,400</b>			
<i>SO2.1 (Citizens' participation in pol &amp; econ decision-making)</i>												
2.1.2)	Media Coverage for NGOs	(Black	16		4th Qtr	2 -3	104,000	0	104,000			
2.1.1.1)		(Mort										
2.1.1.2.1)												
2.1.1.2)												
2.3.3.1												
2.3.4.1												
	<i>subtotals:</i>		<b>16</b>				<b>104,000</b>	<b>0</b>	<b>104,000</b>			
<i>SO2.2 (Legal systems better support dem. process/mkt reforms)</i>												
2.2.1)	Court Admin & Mgt	Black	16		tbd	4 - 5	214,400	12,800	227,200			
2.2.1.3)												
	<i>subtotals:</i>		<b>16</b>				<b>214,400</b>	<b>12,800</b>	<b>227,200</b>			
<i>SO2.3 (More effective, responsive, acc'table local government)</i>												
2.3.1/1)	Local Gov't in Trans Cntries-3rd cntry* (Kulchyckyj		10		Dec	2 dys	3,000	0	0			
2.3.3.2)		(Lipman										
	<i>subtotals:</i>		<b>10</b>				<b>3,000</b>	<b>0</b>	<b>3,000</b>			

**NET TRAINING - Priority "A"**

S.O./I.R.	Priority/Course Title	AID Mgr	UK	MO	Date	Weeks	UK/NET \$	I/C \$	UK Total	MO/NET	I/C \$	MO Total
<i>SO3.1 (Reduced human suffering &amp; crisis impact)</i>												
3.1.4	Emergency Program Mgt: TOT	Mort	20		Feb	5	268,000	16,000	284,000			
	<i>subtotals:</i>		<b>20</b>				<b>268,000</b>	<b>16,000</b>	<b>284,000</b>			
<i>SO3.2 (Improved sustainability of social benefits &amp; svcs)</i>												
3.2.1.1/3.3	Social Program Data Collection Syste	Varnhagen	20		1st Qtr	2 - 3	130,000	16,000	146,000			
	<i>subtotals:</i>		<b>20</b>				<b>130,000</b>	<b>16,000</b>	<b>146,000</b>			
<i>SO3.3 (Reduced environmental risks to public health)</i>												
3.3.1/4/5	A1. Pest & Pesticides Management	Mularkey										
3.3.1.2/3)	<i>(**See: Introduction, Section D**)</i>						92,252		92,252			
3.3.5.1												
3.3.4)	A2.Sustainable Future for Ukraine	Swanson	20		May	2 - 3	130,000	16,000	146,000			
1.5.3/3.1)	A3.Envirion Mgt for the Future: TOT	Mularkey	20		3rd Qtr	3	130,000	16,000	146,000			
1.5.3.1.1)												
	<i>subtotals:</i>		<b>40</b>				<b>260,000</b>	<b>32,000</b>	<b>292,000</b>			
<i>SO4 (Special Initiatives)</i>												
	Women in Enterprise	Bernstein	20			2 - 3	130,000	16,000	146,000			
	<i>subtotals:</i>		<b>20</b>				<b>130,000</b>	<b>16,000</b>	<b>146,000</b>			
<b>Grand Totals: (All Priority "A" S.O.s)</b>			<b>488</b>				<b>3,236,250</b>	<b>257,600</b>	<b>3,493,850</b>			

\* Third Country Training



*NET Training-Priority "B"*

<u>S.O./I.R.</u>	<u>Priority/Course Title</u>	<u>AID Mgr</u>	<u>UK</u>	<u>BE</u>	<u>Date</u>	<u>Weeks</u>	<u>UK/NET \$</u>	<u>I/C \$</u>	<u>UK Total</u>	<u>MO/NET \$</u>	<u>I/C \$</u>	<u>MO Total</u>
<i>SO 1.3 (Accel development &amp; growth of private enterprises)</i>												
1.3.4.1/2	Mgt for Small Privatized Farms	Walters	20		2nd Qtr	3	130,000	16,000	146,000			
1.3.4.5)												
3.3.3/1)												
1.3.4)	Agric Develop & Management V	Walters	30		2nd Qtr	2	151,500	2,400	153,900			
1.3.4.1/2)												
3.3.3)												
1.3.1	Economic & Bus Reporting Skills - #2	Marchenko	20		3rd/4th Qtr	2 - 3	130,000	16,000	146,000			
1.3/2)	Priv Sec Mgt Skills for newly priv SOEs	Braxton	15		1st Qtr	2 - 3	97,500	12,000	109,500			
1.3.4)												
1.3.1	Mkt Reform at the Regional Level	Marchenko	20		3rd/4th Qtr	2 - 3	130,000	16,000	146,000			
	<i>subtotals:</i>		<b>214</b>				<b>1,268,700</b>	<b>149,600</b>	<b>1,418,300</b>			
<i>SO 1.4 (competitive &amp; mkt-responsive priv finan sector)</i>												
1.4.2)	OTC Share Trading/Brkr-Dlr Operations	Stetsenko	20		May	2	101,000	16,000	117,000			
1.4.2.1/2)												
1.4.2	Corporate Governance/Sharehldrs Rights	Stetsenko	20		Jul	2	101,000	16,000	117,000			
1.4.2	Trust Practice	Stetsenko	20		Oct	2	101,000	16,000	117,000			
	<i>subtotals:</i>		<b>60</b>				<b>303,000</b>	<b>48,000</b>	<b>351,000</b>			
<i>SO 1.5 (More Econ sound &amp; environ sustainably energy sys)</i>												
1.5	GENCO strengthening	Parinov	20		Jun	2	101,100	0	101,100			
1.5	LEC strengthening	Parinov	20		3rd/4th Qtr	2	101,100	0	101,100			
1.5	Operation of U.S. Coalbed Methane Ent	Aksenova	10		3rd Qtr	2	50,500	0	50,500			
1.5	Coal Marketing - THIRD COUNTRY	Aksenova	10		4th Qtr	2	50,500	0	50,500			
1.5	U.S. Coal Slurry Recovery Technology	Aksenova	10		1st/2nd Qtr	2	50,500	0	50,500			
	<i>subtotals:</i>		<b>70</b>				<b>353,700</b>	<b>0</b>	<b>353,700</b>			



**NET Training-Priority "B"**

**SO3.2 (Improved sustainability of social benefits & svcs)**

3.2.1/3.2.3	Family Plng Prgm Mgt & Organization	Tackett	16	Jun	3	104,000	12,800	116,800
3.2.1.1)								
3.2.1.4)								
3.1.1/4)								
3.1.1.3)								
3.2.1)	Hlth Care Mgt, Plng, Bdgt: Accountants	Varnhagen	20	Apr	3	130,000	16,000	146,000
3/2/3/1)								
3.2.3.1.1)								
3.1.3.1.1)								
3.1.3.1.1)	Hlth Care Mgt, Plng, Bdgt: Chief MDs	Varnhagen	20	Apr	3	130,000	16,000	146,000
3.2.1)								
3.2.3.1)								
3.2.3.1.1)								
<i>subtotals:</i>			<b>108</b>			<b>757,200</b>	<b>86,400</b>	<b>843,600</b>

**SO3.3 (Reduced environmental risks to public health)**

3.3/3.3.4)	Energy Efficiency	Mularky	20	3rd Qtr	2 - 3	130,000	16,000	146,000
1.5.3/1)								
1.5.3.1.1)								
<i>subtotals:</i>			<b>20</b>			<b>130000</b>	<b>16,000</b>	<b>146,000</b>

**SO4 (Special Initiatives)**

Women in Politics	Bernstein	20			2 - 3	130,000	16,000	146,000
<i>subtotals:</i>			<b>20</b>			<b>130,000</b>	<b>16,000</b>	<b>146,000</b>

<b>Grand Totals (Priority "B" S.O.s )</b>			<b>448</b>			<b>2,653,900</b>	<b>223,200</b>	<b>2,877,100</b>
---	--	--	------------	--	--	------------------	----------------	------------------

**NET Trng - MOLDOVA ONLY**

<u>S.O./I.R.</u>	<u>Priority/Course Title</u>	<u>AID Mgr</u>	<u>MO</u>	<u>Date</u>	<u>Weeks</u>	<u>MO/NET \$</u>	<u>I/C \$</u>	<u>MO Total</u>
1.5; 1.5.1)	A1-Commercialization: Gas/Power U	Parinov	20	3rd Qtr	3	130,000	16,000	146,000
1.4.1.1)	Financial Mgt & Accounting Systems							
1.5.1.2/1.5.2)								
1.3.4.1/2)	A2-Mgt for Small Privatized Farms	Walters	20	1st Qtr	3	130,000	16,000	146,000
1.3.4.5/3.3.3)								
3.3.3.1/2)								
3.3.3.3)								
2.3.1/1	A3-Local Gov't in Trans Countries* **	Kulchyckyj	3	Dec	2 days	1,800	0	1,800
1.3.3.1	International Accounting Standards**	Holoyda	5	2nd Qtr	3 - 4	49,750	4,000	53,750
	<b>subtotals</b>		<b>48</b>			<b>311,550</b>	<b>36,000</b>	<b>347,550</b>
1.2/1.2.1	B1-Budget Fund/Methods for MOF	Bachrach	20	2nd Qtr	3	130,000	16,000	146,000
3.3/3.3.3	B2-EPT Trng for Moldova	Mularkey	16	3rd Qtr	3 - 4	159,200	12,800	172,000
1.4.2 et al	B-3Central Sec Depos, Clearncs....**	Stetsenko	4	Mar	2	20,200	0	20,200
1.4.2 et al	B-4OTC Share Trading**	Stetsenko	4	Mar	2	20,200	0	20,200
1.4.2 et al	B-5Corp govern/Shareholders Rts **	Stetsenko	4	Mar	2	20,200	0	20,200
1.4.2 et al	B-6Trust Practice **	Stetsenko	4	Mar	2	20,200	0	20,200
	<b>subtotals:</b>		<b>52</b>			<b>370,000</b>	<b>28,800</b>	<b>398,800</b>
	<i>*Third Country Training</i>							
	<i>** See Ukr section for description</i>							
	<b>Grandtotals:</b>		<b>100</b>			<b>681,550</b>	<b>64,800</b>	<b>746,350</b>



*Also indicate any preferred content and approach which will help training provider develop best course activity]*

**At conclusion of training course, participants will be able to:**

- 1. Identify components of efficiently run media organizations (i.e., organizational structure);**
- 2. Analyze and assess for adaptation to Ukraine's media community;**
- 3. Draft plan of action to implement components to enhance media operations in Ukraine (toward more business-like operations);**
- 4. Carry out reorganization of media organizations for more productivity, efficiency, effectiveness, etc.--including communication between departments;**
- 5. Compare income generation activities (i.e., advertising) between U.S. and Ukraine;**
- 6. Analyze and assess adaptation of techniques for increasing income for Ukrainian media organizations;**
- 7. Draft business and marketing plans to achieve financial sustainability (i.e., independent media status);**
- 8. Evaluate and measure success of media enterprise;**
- 9. Reassess and reevaluate legal issues for managers of independent media in light of information obtain through U.S. training, especially such issues as lawsuit liability, slander, copyrights, intellectual property, etc. in the context of a market economy;**
- 10. Share information, ideas and recommendations with colleagues, staffs, and others upon return.**

**Course will provide an overview of journalism as a business. Training must focus on advertising income generation and management of news outlets as business organizations. Course must include presentations by practicing professionals (i.e., managers of media organizations small and large) with opportunities for Q&A, formal and informal meetings and networking. Hands-on working groups to develop draft business and marketing plans which could then be finalized for individual media outlets in Ukraine. Especially important is exposure to income-generating activities, skills and techniques. Breaking large group into smaller groups for on-site observational training with U.S. media business and marketing managers is required; some of the small group participants may have sufficient English language skills so that an interpreter will not be required; other small groups will require hiring of additional interpreters for this module. (See "English Language Testing" below.)**

## INTENDED RESULTS

A. This course supports S.O./I.R. : 1.1.1.3--State-owned enterprises are prepared for and entering privatization; 1.3.1--Free availability and flow of business-related information; 1.3.2--Improved application of market-driven business skills

B. Course Goal(s): *[How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]*

**Strengthen media managers abilities/capabilities to manage media outlets as private sector enterprises (i.e., profit-making, income-generating); Enhance advertising skills, knowledge, techniques; strengthen media outlets as independent sources of information.**

C. Causal Relationship: *[How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]*

As media outlets move from state-control to independent status, managers need to learn new management styles, especially business-related skills such as income generation, marketing, planning and budgeting, personnel resources (identification and development), etc. The ability to generate income to maintain an independent status is crucial to the free flow of information of all kinds (business, political, government policies, etc.). As state-owned or state-controlled media outlets become privatized (and independent), they add to the target set by USAID for the number of small businesses and other enterprises privatized in Ukraine (IR 1.1.1, item #1; IR 1.1.2, item #1), and income-generating enterprises provide incentives to managers and workers to participate in privatization (IR 1.1.1.2; indicator #6).

Enhancing income-generating abilities of media outlets will be invaluable in advancing economic freedom of the Ukrainian press.

## BACKGROUND/SUPPORTING INFORMATION

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

**As observed by the TA contractor, "Many news outlets in Ukraine are still managed as Soviet-style media organizations without a clear organizational division between editorial and busines/advertising components." Although the following legal issues have been address through in-country training activities, they are not sufficiently understood by editors/managers.**

**And as cited in the Mission's R4 document: "Coaxing companies into the corporatization and privatization pipeline has proven to be one of the main hurdles to**

*reaching privatization targets. Resistance from managers who are afraid of losing control and the difficulty and expense of the process have been the main roadblocks. ... [And,] "private enterprise also needs an infrastructure that provides business related information on market opportunities, prices, competitors, costs, taxes, regulatory requirements, etc. It requires opportunities to obtain the technical skills to use that information and business technologies to compete successfully."*

USAID has also supported the establishment of Press Clubs to "educate journalists on a wide range of business and economic policy issues, generating extensive business-related reporting". Previous NET courses to enhance skills of journalists have (as observed by TA contractor) "already yielded positive and tangible results. However, a lot remains to be done in a country of 52 million people which has only a very short history of free press."

#### PARTICIPANT PROFILE

[REMINDER: (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants. (2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]

**A. Criteria for candidate recruitment**--[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]

A selection panel composed of USAID activity manager, TA contractor, and Press Club officials will review applications from publishers, newspaper/radio/tv station owners, media business managers, display advertising manager, classified advertising managers; preference will be given to regional and local outlets.

**B. Summary of "Ideal" Participant Qualifications**-- [Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates have or will have taken part in previous donor/USAID funded training activities. **REMINDER:** groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]

All candidates will be in management positions in soon-to-be privatized media outlets; all will have some experience on the "business side" of producing the news.

C. English Language Testing:       X   required; testing must be arranged \*  
  X   waived; interpreter required \*

**\*To test English language capability and NOT to screen out participants--small group break out sessions will require this information (See Course Objective above).**

**OTHER & SPECIAL CONSIDERATION(S)**

A. In country training support-- *[Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)*

**To be developed and presented in coordination with and/or by TA contractor.**

B. In country "follow-on" activities (FY 96 model): *[Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]*

**Workshop to reinforce and develop ideas on advertising as a result of U.S.-based training including assistance with marketing plans, advertising programs, etc. To be designed in consultation with USAID activity manager and TA contractor(s). Presentation may be in coordination with TA contractor(s).**

C. Special "considerations"--*[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]*

**Participants will be practicing PROFESSIONALS, actively engaged in the operations of a media outlet (i.e., newspaper, radio, television).**

**It is important that participants have opportunities to meet and have discussions and meetings -- formal and informal -- with American editors-in-chief and managers.**

D. Suggested Training Providers-- **National Forum Foundation (DC); MCID (Mississippi); Indiana Training Exports; among others.**

**REVIEW/CLEARANCE**

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

**USAID/WNIS FY 97 Training Plan**

Priority   A    
[funds permitting, repeat as "B" priority]

**GENERAL INFORMATION**

S.O. Team:   1.1  

Cognizant USAID technical officer (title, office, phone ext.): **Evgenia Malikova, Privatization Specialist, x2035**

Relevant Technical Assistance contractor(s)/grantee(s); [please provide contact name, phone and fax numbers]:

**TRAINING COURSE INFORMATION**

A. Suggested Course Title:   Next Generation of Enterprise Reform  

B. Training Site:              X   U.S.  
                                        In country  
                                        Third-country: \_\_\_\_\_ [\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.]

C. This is a:              X   new course  
                                        repeat course\* (first offered in \_\_\_\_\_)  
                                        modification of course offered in/before FY95 \*  
                                        modification of an FY 96 course \*

[\* please provide sector \_\_\_\_\_; PTDP # \_\_\_\_\_; previous course title: \_\_\_\_\_]

D. Preferred date(s) of course and duration of course:   May 97; two weeks  .  
(**REMINDER:** 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)

E. Number of participants to attend course: # of M:   10   # of F:   10    
(**REMINDER:** Ideal course size for U.S. based courses -- due to costs of translators, etc. -- are 15-20 participants per course. There is also an **USAID target of 50% female participation.**)

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

- 1. Describe the following components and practices used by privatized enterprises: asset packaging and capital acquisition issues related to corporate governance and enterprise management (as a tool for improving competitiveness and attracting capital--equity investments and debt; guidance on shareholder relations and conduct of general meetings); private capital allocation systems (to promote removal of political control of enterprises); role of capital providers in restructuring and sound enterprise management (e.g., removal of irresponsible managers, identification and retainment of effective managers); financing strategies in restructuring through public offerings; processes and procedure for issuing securities;**
- 2. Determine components for enterprise selection: criteria for selection, corporate financial analysis, budgetary impact and cost/benefit analysis, accounting and auditing requirements, physical rehabilitation;**
- 3. Analyze divestiture options, including analysis of methods and rationale for selection, non-divestiture options, domestic vs foreign ownership, etc.**
- 4. Relate effective enterprise management skills and techniques for restructured enterprises in Ukraine;**
- 5. Analyze and assess where changes can and should be made for more effective management of restructured enterprises based on above items;**
- 6. Describe components of successful and effective stock markets, including share registers and roles of independent share registrars;**
- 7. Mobilize financial resources to encourage foreign and domestic investors;**
- 8. Frame post-privatization role of government, including monitoring performance of enterprises, evaluating privatization management, etc.;**
- 9. Formulate plans to implement/replicate/adapt lessons learned (from U.S. training as well as lessons from other CEE/NIS countries);**
- 10. Share information, findings, recommendations for action with colleagues, staffs, and others.**

**Course should provide an overview with opportunities for in-depth, detailed Q&A between participants and presenters. Case studies on previous privatization activities--specific to CEE/NIS regions--is strongly preferred as are case-by-case examples of programs in CEE/NIS countries.**

## INTENDED RESULTS

A. This course supports S.O./I.R. : 1.1.1--Large and medium state enterprises fully privatized; 1.1.1.1--People participate in auctions; 1.1.1.2--Policies, laws and regulations facilitate privatization; 1.1.1.4--Auction network is established and functioning; 1.3.3--Legal, regulatory and political environment conducive to sustainable enterprise growth

B. Course Goal(s): *[How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]*

**Provide "lessons learned" by other CEE/NIS countries in privatization; enhance decision-making abilities of government officials by providing basic foundation to understand elements of market-based economies (and illustrating components required) in order to provide additional support for privatization efforts.**

C. Causal Relationship: *[How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]*

**For decision-makers to support USAID's privatization programs as well as government privatization programs, they will need more information on and basic understanding of the advantages as well as the implications of not privatizing.**

## BACKGROUND/SUPPORTING INFORMATION

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

**As described in the Mission's R4 document, USAID/WNIS is "focussed on four major areas of privatization: Large and medium scale enterprises, small scale enterprises, residential buildings and land (urban, rural and agricultural.) The rationale for the focus on large and medium scale enterprises ... [includes] benefit to the State of divestiture or unprofitable enterprises, thus improving the State's fiscal position." Further, a "critical assumption" identified is that "for there to be an increased transfer of state-owned assets to the private sector, certain requirements must be met. These are that: laws, policies and decrees are passed**

**to facilitate large and medium privatization; local officials develop belief and expertise in privatization to advance the sales of small-scale objects....**

**"... Once complete, this will result in distributing ownership among private interests and making it possible for private enterprise to gain control of decision making for the use of productive assets. USAID and the World Bank set 70% private ownership as the benchmark for "fully privatized," because a company with less than 70% of its shares in private hands is unlikely to be free of State control. In determining whether this 70% threshold has been reached, it is important to consider all shares sold, by whatever means, including through closed subscriptions to company affiliates, through auctions for privatization certificates, compensation certificates or cash, or through other sales methods. USAID's prime focus has been and will continue to be on helping state enterprises to get corporatized and complete closed subscription, and then to have as many of their shares as possible sold quickly through auctions to the general public. There are four intermediate results necessary to the success of the auctions:**

**1. People participate in auctions by redeeming certificates for shares (IR 1.1.1.1). There were [48,000,000] privatization and 205,000,000 compensation certificates printed. The Mission is tracking the number actually picked up and invested of these.**

**2. Policies, laws and regulations facilitate privatization (IR 1.1.1.2). Over the past several years, Ukraine has gradually developed a policy and regulatory environment which is generally supportive of privatization - despite a Parliament-imposed legal structure which makes it very complex and difficult. There could still be many improvements which would make the process work more smoothly, but politics makes change difficult. Especially problematic is privatization of the key agro-industrial complex. Due to the chronic resistance of the Parliament, of many branch ministries and (frequently) of company managers to privatization, it is necessary constantly to defend what progress has been made against attack.**

**3. State-owned enterprises are prepared and entering privatization (IR 1.1.1.3). Coaxing companies into the corporatization and privatization pipeline has proven to be one of the main hurdles to reaching privatization targets. Resistance from managers who are afraid of losing control and the difficulty and expense of the process have been the main roadblocks. Though incentives for managers have improved somewhat, Ukraine has not wanted to follow the Russian model's generosity to company insiders. As a result of this, we can expect that it will be necessary to continue to devote substantial resources to working with companies at a regional level to bring them through the process.**



C. Special "considerations"--*[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]*

D. Suggested Training Providers--*[If "repeat" course, please indicate if you would like the same training provider.]* **It is important the U.S. provider have information and experience with privatization efforts in the CEE/NIS regions. Suggestions include Price Waterhouse, KPMG, among others.**

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

**FY97 Prefinal Draft Training Plan**

**USAID/WNIS FY 97 Training Plan**

Priority   A1  

**GENERAL INFORMATION**

S.O. Team:   1.1  

Cognizant USAID technical officer (title, office, phone ext.): **Evgenia Malikova, Privatization Specialist, x2035**

Relevant Technical Assistance contractor(s)/grantee(s); *[please provide contact name, phone and fax numbers]:*

**TRAINING COURSE INFORMATION**

A. Suggested Course Title:   **Social Assets in Privatization**  

B. Training Site:                           U.S.  
          In country  
     X   Third-country:   **Czech Republic**   *[\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.]*

C. This is a:              X   new course  
                                        repeat course\* (first offered in       )  
                                        modification of course offered in/before FY95 \*  
                                        modification of an FY 96 course \*

*[\* please provide sector       ; PTDP #   ; previous course title:       ]*

D. Preferred date(s) of course and duration of course:   **1st Qtr; two weeks**    
*(REMINDER: 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)*

E. Number of participants to attend course: # of M:   10   # of F:   10    
*(REMINDER: Ideal course size for U.S. based courses -- due to costs of translators, etc. -- are 15-20 participants per course. There is also an **USAID target of 50% female participation.**)*

## ***FY97 Prefinal Draft Training Plan***

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

- 1. Compare experiences of counterparts in CEE/FSU in structuring policies to support privatization of social assets;**
- 2. Analyze these experiences and assess which activities need further research and exploration;**
- 3. Determine what kinds of government activities support privatization (AND which kinds do not/have not) focusing on the following areas--**
  - a. divestment of local government subsidies;**
  - b. effect of bankruptcy policy on social assets/services (housing, child care);**
  - c. social assets policy as deterrent to investment, especially foreign investment;**
  - d. methods (and experiences) in preserving social safety provision (housing, child- and health-care, recreation, unemployment insurance;**
  - e. pension and pensioners;**
  - f. success of NGOs/PVOs to provide social services;**
- 4. Compare actions above to Ukraine's experiences;**
- 5. Determine which actions are applicable and adaptable for Ukraine;**
- 6. Draft plan of action utilizing information in above items to support privatization/divestiture of government-owned social assets;**
- 7. Share findings, information, recommendations with colleagues, staffs and others.**

**Course should include presentations by CEE/FSU officials and others (NGO representatives) involved in the privatization and/or divestiture of social assets.**

**Facilitated discussion time is recommended as well as opportunities for networking, informal discussions, etc. Discussions should also feature what would happen if no action(s) are taken.**

### **INTENDED RESULTS**

**A. This course supports S.O./I.R. : 1.1--Increased transfer of state-owned assets to the private sector; 1.1.3--State owned enterprises are prepared for and entering**

## ***FY97 Prefinal Draft Training Plan***

**privatization; 3.1.5--Improved sustainable social benefits and resources; 3.2--Improved sustainability of social benefits and services; 3.2.3--Developed private sector benefits and services**

B. Course Goal(s): *[How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]*

Strengthen the knowledge and understanding of central as well as select regional Government of Ukraine (GOU) officials based on experience of peers/counterparts in CEE/FSU governments in structuring privatization policies to successfully handle (transfer or privatize) social assets and services.

C. Causal Relationship: *[How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]*

This third country training will present experiences of CEE/FSU counterparts of GOU officials to enhance their decision-making abilities and implementation capabilities regarding privatization/ divestiture (IR 1.1.1.3) of social assets and services ... and the impact of actions as well as consequences of taking no action. With privatization and/or divestiture, more government resources are made available for other needs (SO/IR 3.2; IR 3.1.5; 3.2.3).

Further, as cited in the Mission's R4 document: *"For State assets to become real assets rather than national liabilities they must come under private control so that their economic viability is tied directly to the economic viability the decision makers directing their use. Those decision makers must swim in the same sea as private enterprise, subject to the same market rules, for competition to produce real social benefits. Transfer of State-owned assets to the private sector is necessary to allow State monopolies to dissolve into competitive enterprises." State decision-makers must be knowledgeable and informed about privatization to support "transfer of State-owned assets to the private sector."*

### **BACKGROUND/SUPPORTING INFORMATION**

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

*"State-owned enterprises are prepared and entering privatization (IR 1.1.1.3). Coaxing companies into the corporatization and privatization pipeline has proven to be one of the main hurdles to reaching privatization targets. Resistance from*

## ***FY97 Prefinal Draft Training Plan***

***managers who are afraid of losing control and the difficulty and expense of the process have been the main roadblocks. Though incentives for managers have improved somewhat, Ukraine has not wanted to follow the Russian model's generosity to company insiders. As a result of this, [USAID] expects that it will be necessary to continue to devote substantial resources to working with companies at a regional level to bring them through the process.***

***"... Results achieved to date include: ... State-owned enterprises are prepared for and entering privatization: Progress toward this is picking up. The number of companies with shares entering the auction process has increased from an average of 114 a month from September-December, to 129 in January, 217 in February, 291 in March, 396 in April, and 400 in May. In the 16 auctions to date, 2,552 state enterprises have had their shares offered. ... Policies, laws, and regulations facilitate privatization: The GOU has taken a variety of measures to deal with many of the key problems constraining a speedy and transparent privatization process, which has picked up notably. For example, the nominal value rule has been abolished for Compensation Certificate auctions; modest improvements in incentives for management and workers of enterprises have been instituted; the President has vetoed legislation three times which would have greatly complicated and slowed agricultural privatization; burdensome pre-privatization audit requirements have been removed; and the State Property Fund has greatly improved control over its regional affiliates and its internal information flows.***

***"... Although the GOU has made a great deal of progress in improving the environment for privatization, the Parliament continues to be unpredictable and generally hostile to reform. For example, a proposed law has just passed its second reading in the Parliament which would effectively constitute a moratorium on medium and large-scale privatization. The proposed law is a direct challenge to the President. If enacted, it would place so many roadblocks in the way of progress that privatization would probably stop for several months, only to continue at a dramatically slowed pace. Though the executive branch has some power to limit and deflect such initiatives, it should be expected that the Parliament will continue to complicate the picture and make success more difficult to achieve.***

***USAID expects to "continue the current pace of privatization by assisting the GOU to overcome administrative, technical and political impediments," And, "fully privatize 6,500 medium and large-scale enterprises by the end of 1997, reaching a total of 8,000 in 1998."***

## **PARTICIPANT PROFILE**

**FY97 Prefinal Draft Training Plan**

[**REMINDER:** (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants.  
(2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]

**A. Criteria for candidate recruitment--**[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]

See B below.

**B. Summary of "Ideal" Participant Qualifications--** [Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates have or will have taken part in previous donor/USAID funded training activities. **REMINDER:** groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]

**Candidates will be drawn from midlevel officials of the central and regional offices of the State Property Fund and local governments.**

C. English Language Testing:     \_\_\_ required; testing must be arranged  
  X   waived; interpreter required

**OTHER & SPECIAL CONSIDERATION(S)**

**A. In country training support--** [Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)]

**Pretrip workshop to provide base of information for selected participants.**

**B. In country-"follow-on" activities (FY 96 model):** [Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]

**C. Special "considerations"--**[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]

***FY97 Prefinal Draft Training Plan***

D. Suggested Training Providers--*[If "repeat" course, please indicate if you would like the same training provider.]*

**It is important the U.S. provider have information and experience with privatization efforts in the CEE/NIS regions. Suggestions include Price Waterhouse, KPMG, among others.**

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

For S.O. 1.2, additional courses may be requested at a later date. Changing situations in the fiscal areas, and changing needs of relevant Ministries (Statistics, Finance, Economics, etc.) may necessitate changes or additional requests later in FY 97.

USAID/WNIS FY 97 Training Plan

Priority A

GENERAL INFORMATION

S.O. Team: 1.2

Cognizant USAID technical officer (title, office, phone ext.): **Elinor Bachrach, Fin Adv, x 2042**

Relevant Technical Assistance contractor(s)/grantee(s); [*please provide contact name, phone and fax numbers*]:

TRAINING COURSE INFORMATION

A. Suggested Course Title: Construction & Analysis of Price Indexes (CPI)

B. Training Site:  U.S.  
 In country  
 Third-country: \_\_\_\_\_ [*\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.*]

C. This is a:  new course  
 repeat course\* (first offered in \_\_\_\_\_)  
 modification of course offered in/before FY95 \*  
 modification of an FY 96 course \*

[\* please provide sector \_\_\_\_\_; PTDP # \_\_\_\_\_; previous course title: \_\_\_\_\_]

D. Preferred date(s) of course and duration of course: 3rd Qtr; 4-6 weeks.  
(**REMINDER:** 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)

E. Number of participants to attend course: # of M: 10 # of F: 10  
(**REMINDER:** Ideal course size for U.S. based courses -- due to costs of translators, etc. -- are 15-20 participants per course. There is also an **USAID target of 50% female participation.**)

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

- 1. Identify what consumer price indexes (CPI) are and what their functions are;**
- 2. Develop procedures and systems to measure CPI (conceptual framework; target population and sampling techniques; selection of sample items and outlets; development of specifications; collection and processing of data; housing of components of the CPI; construction of index numbers; seasonal items and other special issues; data collection and conceptual problems in the informal sector; publication, presentation, and dissemination of data);**
- 3. Analyze CPI;**
- 4. Apply CPI to policy formulation;**
- 5. Develop and design consumer expenditure surveys appropriate for the UKR (basic concepts, sampling techniques, collection, processing, and publication of data);**
- 6. Identify uses and concepts of producer and industrial price indexes, export and import price indexes (including selection of items and respondents; quality adjustments and derivation of weights; and collection, processing and presentation of data);**
- 7. Assess and adapt appropriate techniques for analyzing data on prices and expenditures (including selection of statistical tools and techniques, price deflators in gross national product measurement, impact of price change on real wage and purchasing power).**
- 9. Call on American contacts for continued assistance, support, and other mutually beneficial activities;**
- 9. Present knowledge and skills acquired, findings and recommendations to colleagues, staff, and others.**

Course Components: In addition to classroom presentations, indepth meetings with BLS officials and staff are recommended. Observational study tours of statistical offices, statistics gathering/sampling exercises are also recommended. It is also suggested that a "training of trainers" module be included focusing on presentation/speaking skills to share information, knowledge, and skills acquired with colleagues, staff, and others.

## INTENDED RESULTS

A. This course supports S.O./I.R. : 1.2.1--MOF budgeting and financial management practices are reformed; 1.2.1.1.1--Macroeconomic forecasting capability is improved; 1.2.1.1.3--Budget analysis capability is developed & reports are produced

B. Course Goal(s): *[How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]*

**Introduce modern, sophisticated statistical policies and procedures;  
Improve the quality of statistics and procedures for gathering statistics;  
Expand the range of statistics gathered for economic policy decisions; Improve key statistical data**

C. Causal Relationship: *[How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]*

**As stated in the Mission's R4 document: *"USAID's program is designed to aid in the development of the fiscal policy and management infrastructure which is essential for the growth of a market economy. Elements of this include sound budgeting and financial management practices, where macroeconomic trends are reliably forecast, revenues accurately estimated and collected, and expenditures efficiently planned and executed."***  
(underlining added)

**Financial officials will need to have their skills enhanced and upgraded so as to improve the quality, efficiency, and effectiveness of their "budgeting and financial management practices".**

## BACKGROUND/SUPPORTING INFORMATION

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

**USAID has and is working cooperatively with IMF to improve the statistical expertise of Ukrainian (UKR) government officials. Governments must rely on the range and quality of statistics, especially macroeconomic statistics (national accounts, balance of payments, monetary statistics, government finance statistics, and prices indexes) as a basis for sound economic policy decisions. IMF has an economic stabilization program in UKR, and USAID has programs to improve macroeconomic analysis and revenue and expenditure forecasting in support of efforts to reform the budget process.**

The macroeconomic statistics currently available in UKR are inadequate for proper government decision-making, and sophisticated statistical policies and procedures are lacking. Improvements in the range and quality of macroeconomic statistics, and in the communication and dissemination of statistical information, are essential underpinnings to the accomplishment of economic reforms in UKR.

### **PARTICIPANT PROFILE**

*[REMINDER: (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants.*

*(2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]*

**A. Criteria for candidate recruitment--***[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]*

**Candidates will be selected from the Ministries of Statistics, Economics, Finance; selection will be determined by a group composed of MOS officials, USAID activity manager, TA contractor. See B below.**

**B. Summary of "Ideal" Participant Qualifications--** *[Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates have or will have taken part in previous donor/USAID funded training activities. REMINDER: groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]*

**UKR midlevel officials from the Ministry of Statistics directly involved in formulating UKR's CPI, and Ministries of Economy and Finance involved in identifying CPI for macroeconomic modelling.**

**C. English Language Testing:**      required; testing must be arranged  
    waived; interpreter required

OTHER & SPECIAL CONSIDERATION(S)

A. In country training support-- *[Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)*

**To be determined; see B below.**

B. In country "follow-on" activities (FY 96 model): *[Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]*

**Facilitation and support for returned participants to train other staff in the knowledge and skills they have acquired. Seminar/workshop for participants to present findings, knowledge acquired, and recommendations to colleagues, staff and others; lead discussions on these findings and recommendations; draft procedures for implementing appropriate techniques and systems.**

C. Special "considerations"--*[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]*

D. Suggested Training Providers--*[If "repeat" course, please indicate if you would like the same training provider.]*

**U.S. Department of Labor, Bureau of Labor Statistics: off-the-shelf course; contact: John T. McCracken, Director, International Labor Statistics Program Center, Washington, D.C.; 202/606-5665; fax 202/606-7900; internet Int\_Train@bls.gov. [OR previous U.S. training provider if course is a repeat.]**

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

***FY97 Prefinal Draft Training Plan***

**USAID/WNIS FY 97 Training Plan**

Priority   A  

**GENERAL INFORMATION**

S.O. Team:   1.2  

Cognizant USAID technical officer (title, office, phone ext.): **Elinor Bachrach, Fin Adv, x 2042**

Relevant Technical Assistance contractor(s)/grantee(s); *[please provide contact name, phone and fax numbers]:*

**TRAINING COURSE INFORMATION**

A. Suggested Course Title:   Principles of Tax Administration  

B. Training Site:             A   U.S.  
                                  \_\_\_\_\_ In country  
                                  \_\_\_\_\_ Third-country: \_\_\_\_\_ *[\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.]*

C. This is a:           \_\_\_\_\_ new course  
                                  \_\_\_\_\_ repeat course\* (first offered in \_\_\_\_\_)  
                                  \_\_\_\_\_ modification of course offered in/before FY95 \*  
                                    X   modification of an FY 96 course \* +

*[\* please provide sector \_\_\_\_\_; PTDP # \_\_\_\_\_; previous course title: \_\_\_\_\_] + course no longer being provided by IRS*

D. Preferred date(s) of course and duration of course:   2nd Qtr; two weeks  .  
*(REMINDER: 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)*

E. Number of participants to attend course: # of M:   14   # of F:   12    
*(REMINDER: Ideal course size for U.S. based courses -- due to costs of translators, etc. -- are 15-20 participants per course. There is also an **USAID target of 50% female participation.**)*

## ***FY99 Prefinal Draft Training Plan***

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

1. Identify components of U.S. tax administration;
2. Interpret and administer tax laws;
3. Describe methods and systems for taxpayer registration;
4. Describe successful programs of taxpayer education;
5. Identify tax audit techniques, collection procedures, investigative techniques;
6. Describe data processing systems;
7. Describe U.S. appeals process;
8. Analyze and assess items above for adaptation to Ukraine;
9. Develop and carry out action plans on above objectives;
8. Present information, findings, and recommendations to colleagues, staffs, and others.

**Course must include presentations by (former or current) tax officials at the national, state, and local levels with opportunities for in-depth Q&A and networking. Onsite observations at tax centers with hands-on application of computer programs used to assist in tax administration programs is requested.**

### INTENDED RESULTS

A. This course supports S.O./I.R. : 1.2.2.2--Tax laws are fairly and efficiently administered

B. Course Goal(s): [How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]

**Strengthen skills and increase knowledge base of officials from the State Tax Inspectorate; strengthen capability to interpret and administer tax laws.**

C. Causal Relationship: [How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]

## ***FY97 Prefinal Draft Training Plan***

Achievement of IR 1.2.2.2, requires the "*development of a tax administration system appropriate to a market economy, consisting of a broader range of enforcement mechanisms, tax payer services and other incentives for voluntary compliance with tax laws...*" This will require providing key people in the government the skills necessary to design, develop, administer and manage such a system.

### **BACKGROUND/SUPPORTING INFORMATION**

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

*"A Parliamentary Working Group, with members of the Banking and Finance Committee and representatives of the State Tax Inspectorate and private sector, has been established and is working to modernize the major tax laws (VAT, personal and corporate income tax, excise taxes and administrative provisions) and incorporate them within a single consistent tax code. [USAID] assistance in tax policy, legislative drafting and estimating the revenue impact of tax law changes is being provided.*

*"Training has been provided to officials of the State Tax Inspectorate of the Ministry of Finance in the areas of tax collection procedures, tax law enforcement, audit and internal control mechanisms. Government-wide taxpayer identification numbers and an electronic master file are being created. A National Training Center for tax collection officials has been established to provide expanded training capability. (R4 document)*

However (as cited in the R4 document), "*Key impediments to progress toward achieving [increased soundness of fiscal policies and fiscal management practices] include: (1) low government salaries and lack of computer equipment and other material support; (2) the remnants of a central planning system that discouraged initiative, delegation of authority and acceptance of change ... (4) tax laws that are often poorly drafted, contradictory, lacking a regulatory framework for implementation, and are perceived as unfair, discouraging capital from emerging from the underground economy. Disincentives to investment through tax treatment need to be addressed through substantive legislative changes, e.g., simplify and liberalize investment and cost recovery systems, bring VAT laws and administration in line with Western European standards, change enterprise profit tax basis, lower payroll and personal tax rates; (5) serious impediments to tax collection, including lack of a system for individual taxpayers, lack of civil penalties for tax law*

## ***FY97 Prefinal Draft Training Plan***

*violations, and lack of specialization by tax enforcement officials; (6) a system of intergovernmental transfers which does not encourage economy and efficiency of local government, because the central government funds the difference between projected local expenditures and revenues. Local government officials lack training in public finance and administration, and management.*

*"... Under USAID funding, the U.S. Treasury has provided advisors to assist with tax collection procedures, tax law enforcement, internal control mechanisms and establishment of a training school for central and local government tax collection officials from all areas of Ukraine. More recently, the U.S. Treasury has also provided advisors to assist the Parliamentary Working Group with the tax law reform project .... USAID's current assistance focusees on: (1) improving overall tax law, policy and administration .... In all of these activities, emphasis is placed on working with local counterparts to ensure that skills are transferred and work products are appropriate to the Ukrainian situation.*

For FY 97 and FY 98, USAID targets include: Parliamentary Working Group completing work on the codification of existing disparate tax legislation, and revising the major tax laws in accordance with international standards; enactment and implementation of the new single tax code to enhance the environment for private investment and economic growth; taxpayer assistance programs are in place to encourage voluntary compliance, and tax law enforcement provisions are adopted to increase tax law compliance and collections.

### PARTICIPANT PROFILE

*[REMINDER: (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants. (2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]*

**A. Criteria for candidate recruitment**--[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]

Candidates will be selected from district directors and department/divison heads--tax officials responsible for developing and administering the Ukrainian tax system.

**B. Summary of "Ideal" Participant Qualifications**-- [Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates

***FY97 Prefinal Draft Training Plan***

have or will have taken part in previous donor/USAID funded training activities. **REMINDER:** groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]

More details will be provided later by U.S. Treasury advisor to the State Tax Inspectorate.

C. English Language Testing:      required; testing must be arranged  
  X   waived; interpreter required

OTHER & SPECIAL CONSIDERATION(S)

A. In country training support-- [Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)]

B. In country "follow-on" activities (FY 96 model): [Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]

C. Special "considerations"--[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]

D. Suggested Training Providers--[If "repeat" course, please indicate if you would like the same training provider.] **A new U.S. training provider will have to be identified since the I.R.S. no longer offers this course. Suggested: Shephard College, Institute for Int'l Trade & Development, Inc. (Clinton Davis, Dir., 304/876-5138; fax 876-5137)**

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_

**USAID/WNIS FY 97 Training Plan**

Priority   A  

**GENERAL INFORMATION**

S.O. Team:   1.3  

Cognizant USAID technical officer (title, office, phone ext.): **Ivan Shvets, Project Manager, 380-44-462-5678**

Relevant Technical Assistance contractor(s)/grantee(s); [please provide contact name, phone and fax numbers]: **Development Alternatives, Inc., Jeff Houghton, 380-44-291-0231; f: 380-44-291-0269**

**TRAINING COURSE INFORMATION**

A. Suggested Course Title:   **Sales Management in Small- and Medium-sized Enterprises (SMEs) \***  

  \*Course to be offered twice  

B. Training Site:             X   U.S.  
                                  \_\_\_\_\_ In country  
                                  \_\_\_\_\_ Third-country: \_\_\_\_\_ *[\*\*please refer to ADS 253 and 253 Supplemental for guidance on Third Country training.]*

C. This is a:             X   new course  
                                  \_\_\_\_\_ repeat course\* (first offered in \_\_\_\_\_)  
                                  \_\_\_\_\_ modification of course offered in/before FY95 \*  
                                  \_\_\_\_\_ modification of an FY 96 course \*

*[\* please provide sector \_\_\_\_\_; PTDP # \_\_\_\_\_; previous course title: \_\_\_\_\_]*

D. Preferred date(s) of course and duration of course:   **Offering #1: Feb/Mar 97; 3 weeks; Offering #2: April/May 97; 3 weeks**    
*(REMINDER: 12 weeks are required from submission of approved course request to arrange for course implementation. Bio-data forms on each participant must be received no less than 10 weeks prior to the start of the course.)*

E. Number of participants to attend course: # of M:   **10 @ offering**   # of F:   **10 each offering**   *(REMINDER: Ideal course size for U.S. based courses -- due to costs of*

translators, etc. -- are 15-20 participants per course. There is also an **USAID target of 50% female participation.**)

F. Objectives of training course [What skills and knowledge should participants acquire from training activity? How should participants be able to apply what is learned from training? Consultant will assist with development of objectives as "measurable outputs". Please also include, if desired/relevant, whether a specific output (or outputs) is requested (e.g., draft business plan, video, draft curriculum, etc.). Also indicate any preferred content and approach which will help training provider develop best course activity]

**At conclusion of training course, participants will be able to:**

- 1. Identify components of "How to Sell Well"--including:**
  - a. basic principals (of sales management)**
  - b. staying motivated**
  - c. product knowledge**
  - d. competitive analyses**
  - e. developing advantages**
  - f. sales strategies**
  - g. customer acquisition**
  - h. persuasive power**
  - i. effective presentation and credibility**
  - j. how to handle objections**
  - k. follow-up techniques**
  - l. customer references**
  - m. quality control and inspection**
  - n. basic principals, tools and techniques of public relations;**
- 2. Determine best usage for carrying out above skills and techniques in Ukraine;**
- 3. Carry out team building strategies including techniques for working with sales groups;**
- 4. Recruit sales managers and sales engineers;**
- 5. Define and Manage by Objectives, including information gathering techniques/mechanisms, goal setting, problem-solving techniques;**
- 6. Set standards as incentives;**
- 7. Evaluate performance of sales personnel;**
- 8. Determine and carry out creative thinking methods including innovation of new ideas;**
- 9. Identify Value-added engineering and implement in Ukraine;**
- 10. Present and share skills, techniques, findings and recommendations with colleagues, staffs, and others.**

*Course should feature presentations by outstanding salespersons on successful techniques; role playing to illustrate lessons learned; etc. Presentations by heads of sales and marketing departments and observational study tours/on-site training at companies with successful sales/marketing divisions are also recommended. Participants will be required to present and share information with colleagues in Ukraine; therefore, a module on presentation skills with actual role playing activities is requested.*

### INTENDED RESULTS

A. This course supports S.O./I.R. : 1.3--Accelerated development and growth of private enterprises; 1.3.2--Improved application of market-driven business skills; 1.3.2.1--Business training widely available

B. Course Goal(s): *[How will participants use knowledge, skills, techniques upon return to home country and/or as "human resources" for USAID-funded project activities?]*

**Improve sales departments of companies (specifically abilities of sales personnel) to support increase in sales and number of services provided.**

C. Causal Relationship: *[How will successful achievement of Course Goal support achievement of the Intermediate Result? If possible, and consultant will assist, provide concrete measures as cited in R4 Document.]*

**Improvement of skills of sales personnel (IR 1.3.2) in targeted companies/industries and the increased in sales and services expected, will lead to increased demand for goods and services for which additional jobs are then generated. Those successful in adapting skills to Ukraine will be tapped as trainers, thus supporting IR 1.3.2.1.**

**This training is a logical "next step" of an FY 96 NET course, Business Management Skills Training.**

### BACKGROUND/SUPPORTING INFORMATION

*[How does this training activity support ongoing technical assistance? How does this training activity relate to previous training programs -- in country, third country, U.S.-- to build "critical core" of human resources for I.R. achievement? What is history of USAID project for which these participants are "human resources" to achieve Strategic Objective? What other information would be helpful in design of training activity? Please advise if consultant should obtain this information through meetings with technical assistance contractor(s)/grantee(s) -- please provide contact names/phone numbers.]*

**Currently the NEWBIZNET Project in Ukraine (implemented by Development Alternatives, Inc.) has as its goal the economic growth of local communities through development of their indigenous small and medium sized private business sectors. The growth of small and medium enterprises is supported through a**

combination of technical assistance, institutional strengthening, business training, regulatory reform and information services.

As of today in Ukraine, 74% of all SMEs are involved in the trade and service industry. This sector is the most flexible with regard to the creation of new jobs, labor force migration, etc. 80% of newly registered enterprises belong to this sector, but new entrepreneurs do not have required knowledge and skills on how to work in a market economy, how to analyze market environment, how to work with suppliers and customers, cost accounting and pricing determination, advertisement, etc. Annually, 50% of graduates are joining SMEs involved in trading and service industry, another 20% are leaving universities and institutions before getting a formal diploma and joining the same market.

In practical terms, the Government of Ukraine's program to improve qualification for this sector are non-existent, and training provided by western companies is sporadic and often only for individual company employees.

*This training is a logical "next step" of an FY 96 NET course, Business Management Skills Training.*

**PARTICIPANT PROFILE**

*[REMINDER: (1) Optimally, participant selection should start at least five months prior to requested course date. The number of candidates should be at least twice the number of training slots available in order to ensure that the selection panel will be able to choose the most suitable participants.*

*(2) Persons who are members of the Parliament or are high-level government officials, as well as persons who have previously participated in a USAID/NET training program, must be approved by the Mission Director prior to recruitment.]*

**A. Criteria for candidate recruitment--***[e.g., Will candidates be selected by previous/current participation in USAID-funded project? By host government? By TA contractor? By current or future employment position? By outstanding participation in seminar, conference or other in country training activity?]*

**Candidates will be selected by outstanding participation and performance in seminar organized in PART I, involvement in USAID-funded activities and willingness to improve overall performance of their individual companies. Membership in business support associations/foundations is a plus.**

**B. Summary of "Ideal" Participant Qualifications--** *[Qualifications to support selection of candidates nominated for training. Please include preferred educational background, experience and/or areas of expertise, professional position, organizational affiliation(s), as well as whether or not candidates have or will have taken part in previous donor/USAID funded training activities. REMINDER: groups that are more alike with similar backgrounds, experiences, etc. (homogeneous) usually have more successful training experiences.]*

The "ideal" participants will be a Director/Manager of trading/service SME registered not less than 3 years with no less no less than 10 employees; higher or special education level. Conversational English is a plus. Work experience not less than 5 years, active participation in training program and seminars, international seminars, exhibitions, etc.

The participant must demonstrate an understanding of the challenges specific to Ukraine's services industry and be able to lead individual services enterprises in a competitive environment. They must also demonstrate knowledge regarding the problems of Ukraine's contemporary cost systems, and describe and develop possible system to overcome these deficiencies.

C. English Language Testing:   X   required; testing must be arranged\*  
  X   waived; interpreter required

\*testing is to establish English language level and NOT to screen out participants

OTHER & SPECIAL CONSIDERATION(S)

A. In country training support-- *[Please indicate if NET funds will support a pre-U.S.-based training activity (provide base of information to increase success of that training; or identification of "best" candidates; etc.) OR a post-U.S.-based training activity (to confirm/reinforce lessons learned; e.g., printing of technical manual, logistical support for presentation of technical workshops/seminars. Contact training consultant if you have questions on this item.)]*

**A one-week workshop/seminar (suggested title: Trade: licensing, certification, taxation and currency regulations) to be "team taught" by the selected U.S. training provider and a Ukrainian counterpart (Ukrainian provider preferably an NGO with strong linkages to Ministry of Finance, National Bank of Ukraine; State Tax Inspectorate). Twenty-five candidates are to be identified for the next phase--U.S.-based training--based on their participation and performance (20 participants and 5 alternates).**

B. In country "follow-on" activities (FY 96 model): *[Activities such as alumni meetings, information resources including magazine subscriptions, translation assistance, etc.]*

**Returned participants will be required to share information and skills with others. Assistance with design of presentation as well as duplication of materials may be requested. Coordination with USAID activity manager and TA contractor required.**

C. Special "considerations"--*[Please include any special issues or concerns that must be taken into consideration in either the preparation or delivery of this training activity.]*

It is recommended that "shadow training, mini-internships" be arranged for those participants with adequate (conversational) English-language capability.

D. Suggested Training Providers--*[If "repeat" course, please indicate if you would like the same training provider.]* **A consortium of Ukraine and U.S. training providers would be ideal so that the in-country training prepares participants for the U.S. training with little "course correction" between the two.**

REVIEW/CLEARANCE

USAID/Activity Manager; date: \_\_\_\_\_

USAID/S.O. Team Leader; date: \_\_\_\_\_

USAID/Office Director; date: \_\_\_\_\_

USAID/PCS; date: \_\_\_\_\_